



FIELD OPERATIONS GUIDE

ICS 420-1

INCIDENT COMMAND SYSTEM PUBLICATION

JUNE 2004

Ten Standard Fire Orders

FIRE BEHAVIOR

1. Keep informed on fire weather conditions and forecasts.
2. Know what your fire is doing at all times.
3. Base all actions on current and expected behavior of the fire.

FIRELINE SAFETY

4. Identify escape routes and safety zones and make them known.
5. Post lookouts when there is possible danger.
6. Be alert. Keep calm. Think clearly. Act decisively.

ORGANIZATIONAL CONTROL

7. Maintain prompt communication with your forces, your supervisor, and adjoining forces.
8. Give clear instructions and ensure they are understood.
9. Maintain control of your forces at all times.

IF YOU CONSIDERED 1 THROUGH 9, THEN

10. Fight fire aggressively, having provided for safety first.

Common Denominators of Fire Behavior on Tragedy Fires

- Most incidents happen on the smaller fires or on isolated portions of larger fires.
- Most fires are innocent in appearance before the "flare-ups" or "blow-ups." In some cases, tragedies occur in the mop-up stage.
- Flare-ups generally occur in deceptively light fuels.
- Fires run uphill surprisingly fast in chimneys, gullies, and on steep slopes.
- Some suppression tools, such as helicopters or air tankers, can adversely affect fire behavior. The blasts of air from low flying helicopters and air tankers have been known to cause flare-ups.

FIRESCOPE PROGRAM

Mission and Intent

MISSION STATEMENT

The mission of FIRESCOPE is to provide recommendations and technical assistance to the Office of Emergency Services (OES), to maintain the FIRESCOPE “Decision Process,” and to continue the operation, development, and maintenance of the FIRESCOPE Incident Command System (ICS) and the Multi-Agency Coordination System (MACS).

VISION STATEMENT

The FIRESCOPE vision is to continue national leadership in the development of all-risk incident management and multi-agency coordination systems, to enhance and encourage full participation by the California fire service in the statewide Fire and Rescue Mutual Aid System, and to provide a common voice for the California fire service relating to these issues.

STATEMENT OF INTENT

The content of the Field Operations Guide (FOG) is intended to provide guidance for the application of the Incident Command System (ICS) to any planned or unplanned event. Position descriptions, checklists, and diagrams are provided to facilitate that guidance. The information contained in this document is intended to enhance the user’s experience, training, and knowledge in the application of the Incident Command System. All users must obtain proper ICS training at the level necessary to effectively utilize the system.

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CHAPTER 1

COMMON RESPONSIBILITIES

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COMMON RESPONSIBILITIES

The following is a checklist applicable to all ICS personnel:

- a. Receive assignment from your agency, including:
 1. Job assignment, e.g., Strike Team designation, overhead position, etc.
 2. Resource order number and request number
 3. Reporting location
 4. Reporting time
 5. Travel instructions
 6. Any special communications instructions, e.g., travel frequency
- b. Upon arrival at the incident, check in at designated Check-in location. Check-in may be found at:
 1. Incident Command Post
 2. Base or Camps
 3. Staging Areas
 4. Helibases
 5. If you are instructed to report directly to a line assignment, check in with the Division/Group Supervisor.
- c. Receive briefing from immediate supervisor.
- d. Acquire work materials.
- e. Conduct all tasks in a manner that ensures safety and welfare of you and your co-workers.
- f. Organize and brief subordinates.
- g. Know the assigned frequency (ies) for your area of responsibility and ensure that communication equipment is operating properly.
- h. Use clear text and ICS terminology (no codes) in all radio communications. All radio communications to the Incident Communications Center will be addressed: "(Incident Name) Communications" e.g., "Webb Communications".
- i. Complete forms and reports required of the assigned position and send through supervisor to Documentation Unit.
- j. Respond to demobilization orders and brief subordinates regarding demobilization.

UNIT LEADER RESPONSIBILITIES

A number of the Unit Leader responsibilities are common to all units in all parts of the organization. Common responsibilities of Unit Leaders are listed below. These will not be repeated in Unit Leader Position Checklists in subsequent chapters.

- a. Participate in incident planning meetings as required.
- b. Determine current status of unit activities.
- c. Confirm dispatch and estimated time of arrival of staff and supplies.
- d. Assign specific duties to staff and supervise staff.
- e. Develop and implement accountability, safety and security measures for personnel and resources.
- f. Supervise demobilization of unit, including storage of supplies.
- g. Provide Supply Unit Leader with a list of supplies to be replenished.
- h. Maintain unit records, including Unit/Activity Log (ICS Form 214).

CHAPTER 2

MULTI-AGENCY COORDINATION SYSTEM (MACS)

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MULTI-AGENCY COORDINATION SYSTEM (MACS)

A Multi-Agency Coordination System (MACS) is a combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordination of assisting agency resources and support to agency emergency operations.

MACS FUNCTIONS

- a. Evaluate new incidents.
- b. Prioritize incidents:
 - Life threatening situation
 - Real property threatened
 - High damage potential
 - Incident complexity
- c. Ensure agency resource situation status is current.
- d. Determine specific incident and agency resource requirements.
- e. Determine agency resource availability for out-of-jurisdiction assignment at this time.
- f. Determine need and designate regional mobilization centers.
- g. Allocate resources to incidents based on priorities.
- h. Anticipate future agency/regional resource needs.
- i. Communicate MACS "decisions" back to agencies/incidents.
- j. Review policies/agreements for regional resource allocations.
- k. Review need for other agencies involvement in MACS.
- l. Provide necessary liaison with other coordinating facilities and agencies as appropriate.

POSITION CHECKLISTS

MAC GROUP COORDINATOR - The MAC Group Coordinator serves as a facilitator in organizing and accomplishing the mission, goals and direction of the MAC Group. The Coordinator will:

- a. Facilitate the MAC Group decision process by obtaining, developing and displaying situation information.
- b. Activate and supervise necessary unit and support positions within the MAC Group.
- c. Acquire and manage facilities and equipment necessary to carry out the MAC Group functions.
- d. Implement the decisions made by the MAC Group.

MAC GROUP AGENCY REPRESENTATIVES - The MAC Group is made up of top management personnel from responsible agencies/jurisdictions, those organizations heavily supporting the effort or those that are significantly impacted by use of local resources. MACS Agency Representatives involved in a MAC Group must be fully authorized to represent their agency. Their functions can include the following:

- a. Ensure that current situation and resource status is provided by their agency.
- b. Prioritize incidents by an agreed upon set of criteria.
- c. Determine specific resource requirements by agency.
- d. Determine resource availability for out-of-jurisdiction assignments and the need to provide resources in Mobilization Centers.
- e. As needed, designate area or regional mobilization and demobilization centers within their jurisdictions.
- f. Collectively allocate scarce, limited resources to incidents based on priorities.
- g. Anticipate and identify future resource needs.
- h. Review and coordinate policies, procedures and agreements as necessary.
- i. Consider legal/fiscal implications.
- j. Review need for participation by other agencies.
- k. Provide liaison with other coordinating facilities and agencies as appropriate.
- l. Critique and recommend improvements to MACS and MAC Group operations.
- m. Provide personnel cadre and transition to emergency or disaster recovery as necessary.

SITUATION ASSESSMENT UNIT - The Situation Assessment Unit (this is also referred to in some agencies and EOC's as the Intelligence Unit) in a Multi-Agency Coordination Center is responsible for the collection and organization of incident status and situation information. They evaluate, analyze and display information for use by the MAC Group. Functions include the following:

- a. Maintain incident situation status including locations, kinds and sizes of incidents, potential for damage, control problems, and any other significant information regarding each incident.
- b. Maintain information on environmental issues, status of cultural and historic resources, and condition of sensitive populations and areas.
- c. Maintain information on meteorological conditions and forecast conditions that may have an effect on incident operations.
- d. Request/obtain resource status information from the Resources Unit or agency dispatch sources.
- e. Combine, summarize and display data for all incidents according to established criteria.
- f. Collect information on accidents, injuries, deaths and any other significant occurrences.
- g. Develop projections of future incident activity.

RESOURCES UNIT - The Resources Unit, if activated in a Multi-Agency Coordination Center, maintains summary information by agency on critical equipment and personnel committed and available within the MACS area of responsibility. Status is kept on the overall numbers of critical resources rather than on individual units.

- a. Maintain current information on the numbers of personnel and major items of equipment committed and/or available for assignment.
- b. Identify both essential and excess resources.
- c. Provide resource summary information to the Situation Assessment Unit as requested.

INFORMATION UNIT - The Information Unit is designed to provide information regarding the MACS function. The unit will operate an information center to serve the print and broadcast media and other governmental agencies. It may provide summary information from agency/incident information officers and identify local agency sources for additional information to the media and other government agencies. Functions include:

- a. Prepare and release summary information to the news media and participating agencies.
- b. Assist news media visiting the MACS facility and provide information on its function. Promote inter-agency involvement.
- c. Assist in scheduling press conferences and media briefings.
- d. Assist in preparing information, materials, etc., when requested by the MAC Group Coordinator.
- e. Coordinate all matters related to public affairs (VIP tours, etc.).
- f. Act as escort for facilitated agency tours of incident areas, as appropriate.

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AREA COMMAND

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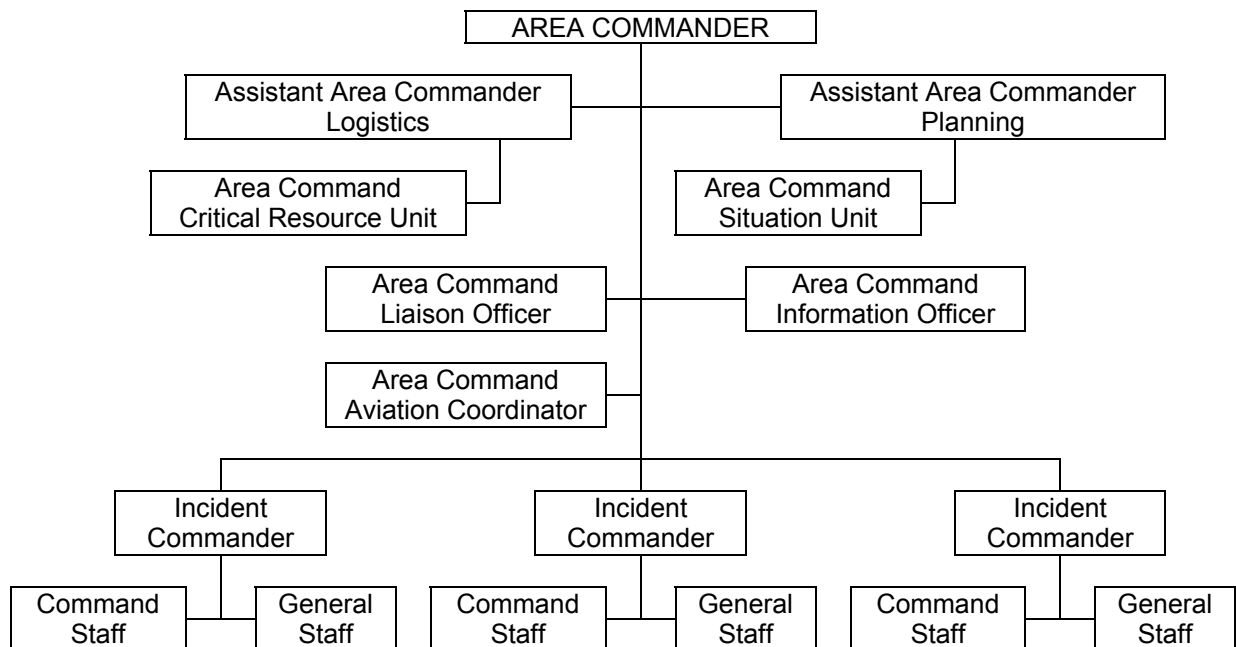
AREA COMMAND

Area Command is an expansion of the incident command function primarily designed to manage a very large incident or area that has multiple incident management teams assigned. An Area Command can be established at any time that incidents are close enough that oversight direction is required among incident management teams to ensure conflicts do not arise.

The function of the Area Command is to develop broad objectives for the impacted area and coordinate the development of individual incident objectives and strategies. Additionally, the Area Command will set priorities for the use of critical resources allocated to the incidents assigned to the area.

The organization is normally small with personnel assigned to Command, Planning and Logistics functions. Depending on the complexity of the interface between the incidents, specialists in other areas such as aviation, hazardous materials, the environment, and finance may also be assigned to the Area Command.

AREA COMMAND ORGANIZATION FOR THREE INCIDENT MANAGEMENT TEAMS



POSITION CHECKLISTS

AREA COMMANDER (Single or Unified Area Command) - The Area Commander is responsible for the overall direction of incident management teams assigned to the same incident or to incidents in close proximity. This responsibility includes ensuring that conflicts are resolved, compatible incident objectives are established and strategies are selected for the use of critical resources.

Area Command also has the responsibility to coordinate with local, state, federal and volunteer organizations and agencies that are operating within the Area.

- a. Obtain briefing from the agency executive(s) on agency expectations, concerns and constraints.
- b. Obtain and carry out delegation of authority from the agency executive for overall management and direction of the incidents within the designated Area Command.
- c. If operating as a Unified Area Command, develop working agreement for how Area Commanders will function together.
- d. Delegate authority to Incident Commanders based on agency expectations, concerns and constraints.
- e. Establish an Area Command schedule and timeline.
- f. Resolve conflicts between incident "realities" and agency executive "wants."
- g. Establish appropriate location for the Area Command facilities.
- h. Determine and implement an appropriate Area Command organization.
- i. Determine need for Technical Specialists to support Area Command.
- j. Obtain incident briefing and Incident Action Plans from Incident Commanders.
- k. Assess incident situations prior to strategy meetings.
- l. Conduct a joint meeting with all Incident Commanders.
- m. Review objectives and strategies for each incident.
- n. Periodically review critical resource needs.
- o. Maintain a close coordination with the agency executive.
- p. Establish priorities for use of critical resources.
- q. Review procedures for interaction within the Area Command.
- r. Approve Incident Commanders' requests for and release of critical resources.
- s. Coordinate and approve demobilization plans.
- t. Maintain log of major actions/decisions.

ASSISTANT AREA COMMANDER, PLANNING - The Assistant Area Commander, Planning is responsible for collecting information from incident management teams in order to assess and evaluate potential conflicts in establishing incident objectives, strategies and the priority use of critical resources.

- a. Obtain briefing from Area Commander.
- b. Assemble information on individual incident objectives and begin to identify potential conflicts and/or ways for incidents to develop compatible operations.
- c. Recommend the priorities for allocation of critical resources to incidents.
- d. Maintain status on critical resource totals (not detailed status).
- e. Ensure that advance planning beyond the next operational period is being accomplished.

- f. Prepare and distribute Area Commander's decisions or orders.
- g. Prepare recommendations for the reassignment of critical resources as they become available.
- h. Ensure demobilization plans are coordinated between incident management teams and agency dispatchers.
- i. Schedule strategy meeting with Incident Commanders to conform to their planning processes.
- j. Prepare Area Command briefings as requested or needed.
- k. Maintain log of major actions/decisions.

ASSISTANT AREA COMMANDER, LOGISTICS - The Assistant Area Commander, Logistics is responsible for providing facilities, services and material at the Area Command level, and for ensuring effective use of critical resources and supplies among the incident management teams.

- a. Obtain briefing from the Area Commander.
- b. Provide facilities, services and materials for the Area Command organization.
- c. In the absence of the Area Command Aviation Coordinator, ensure coordinated airspace temporary flight restrictions are in place and understood.
- d. Ensure coordinated communication links and frequencies are in place.
- e. Assist in the preparation of Area Command decisions.
- f. Ensure the continued effective and priority use of critical resources among the incident management teams.
- g. Maintain log of major actions/decisions.

AREA COMMAND AVIATION COORDINATOR - Technical Specialist responsible for ensuring effective use of critical aviation resources among multiple management teams.

- a. Obtains briefing from Area Commander.
- b. Coordinates with local unit(s) aviation managers, dispatch centers, and aviation facility managers.
- c. Monitors incident(s) aviation cost, efficiency, and safety. Ensures agency rules, regulations, and safety procedures are followed.
- d. Provide to incidents local initial attack forces and other interested parties with an area aviation plan that outlines Area Command aviation procedures and specifics of the area aviation operation.
- e. Allocates air and ground based aviation resources according to Area Command priorities and objectives.
- f. Ensures inter-incident movement of aircraft is planned and coordinated.
- g. Coordinates with local and adjacent initial attack aircraft bases and local dispatch to ensure that procedures for transiting incident area and corridors are in place. Ensures flight following procedures, entry/exit routes and corridors, hazards, frequencies and incident air space are known to all affected.
- h. Coordinates with Incident Air Operations Branch Directors, dispatch, FAA, DOD, and local aviation authorities and administrators to ensure that Temporary Flight Restrictions are in place, coordinated, and do not overlap. Ensures that potential risks of operating on, near, or within Military Training Routes and Special-Use Airspace have been mitigated.

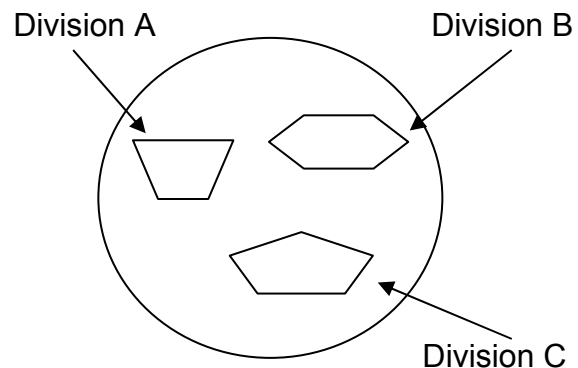
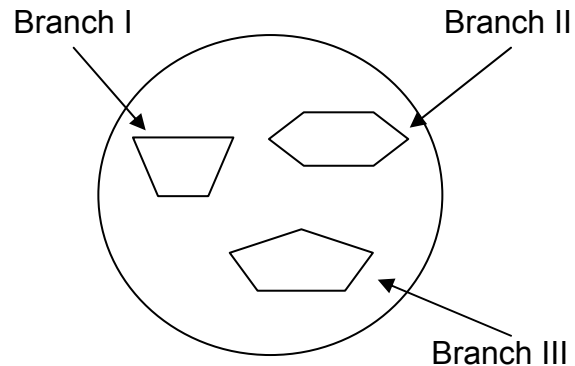
- i. Ensures that a process is in place for timely transmittal of incident reports and oversees the process to ensure corrective action is taken.
- j. Coordinates with incident, dispatch, and coordination centers to determine availability and status of committed and uncommitted of aviation resources, and to give status reports and situation appraisals for aviation assets and resources.
- k. Coordinate with Incident Air Operations Branch Directors, Communication Unit Leaders, frequency coordinators, coordination centers and initial attack dispatch to establish coordinated aviation communications plans to ensure aviation frequency management.
- l. Coordinates and manages aviation program and operations if aviation assets are assigned to Area Command.
- m. Coordinates the scheduling and movement of aviation safety assistance teams among incidents.
- n. Assists incidents by coordinating with Contracting Officers, local aviation managers, and vendors concerning a variety of issues (fueling, contract modifications, contract extensions, etc.).
- o. Coordinates with military officials and agency representatives concerning the assignments, utilization, status, and disposition of military aviation assets.

CHAPTER 4**COMPLEX**

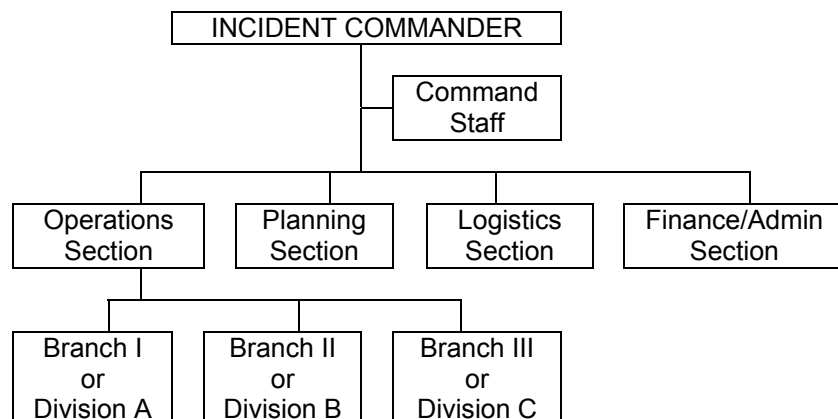
A complex is two or more individual incidents located in the same general proximity assigned to a single Incident Commander or Unified Command to facilitate management. These incidents are typically limited in scope and complexity and can be managed by a single entity.

These diagrams at the right illustrate a number of incidents in the same general proximity. These incidents may be identified as Branches or Divisions within the Operations Section.

Management responsibility for all of these incidents has been assigned to a single incident management team. A single incident may be complex, but it is not referred to as a "Complex." A complex may be in place with or without the use of Unified and/or Area Command.

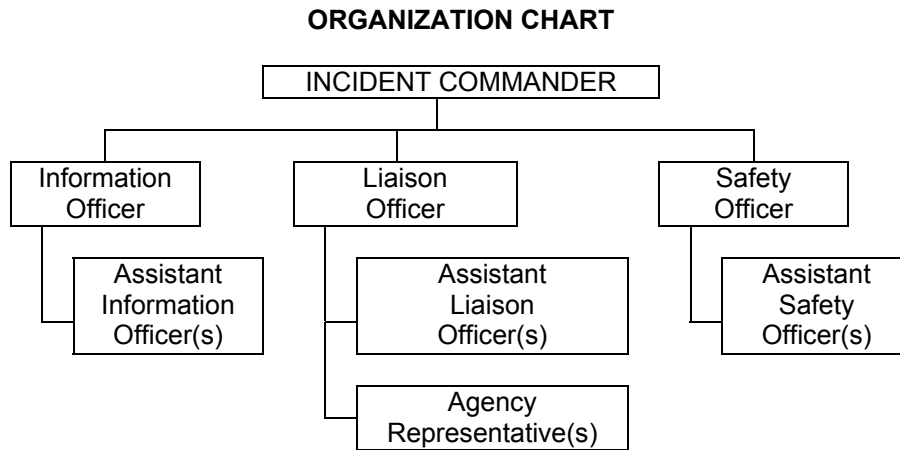


A typical organization would be as follows:



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ESTABLISHMENT AND TRANSFER OF COMMAND

Command is initially established by the highest-ranking official of the jurisdictional agency (ies) at the scene of the incident. The Incident Commander is responsible for overall management of the incident. It is his/her responsibility to prepare the Incident Objectives that, in turn, will be the foundation upon which subsequent incident action planning will be based. Incident Objectives will be based on the requirements of the agency and the incident. They should be broad, measurable and follow an ordered sequence of events.

The Transfer of Command checklist below provides a basic guideline that can be used in almost any incident situation. This information may be captured on the Incident Briefing (ICS Form 201). However, agency policies and incident specific issues may require alterations to the transfer of command process.

When it is determined that a Transfer of Command (face-to-face) briefing needs to take place, the minimum essential information should include the following:

- a. Situation Status
- b. Objectives and Priorities
- c. Current Organization
- d. Resource Assignments
- e. Resources Enroute and/or Ordered
- f. Facilities Established
- g. Communications Plan
- h. Prognosis, Concerns – Related Issues

As incidents grow in size or complexity, most agencies will transfer command one or more times. Whenever the transfer of command briefing takes place, the information conveyed should be recorded and displayed for easy retrieval and subsequent briefings.

POSITION CHECKLISTS

INCIDENT COMMANDER (ICS 220-1) - The Incident Commander's responsibility is the overall management of the incident. On most incidents, a single Incident Commander carries out the command activity, however, Unified Command may be appropriate. The Incident Commander is selected by qualifications and experience.

The Incident Commander may have a Deputy, who may be from the same agency, or from an assisting agency. Deputies may also be used at section and branch levels of the ICS organization. Deputies must have the same qualifications as the person for whom they work for, as they must be ready to take over that position at any time.

- a. Review Common Responsibilities (Page 1-2).
- b. Assess the situation and/or obtain a briefing from the prior Incident Commander.
- c. Determine Incident Objectives and strategy.
- d. Establish the immediate priorities.
- e. Establish an Incident Command Post.
- f. Consider the need for Unified Command
- g. Establish an appropriate organization.
- h. Ensure planning meetings are scheduled as required.
- i. Approve and authorize the implementation of an Incident Action Plan.
- j. Ensure that adequate safety and personnel accountability measures are in place.
- k. Coordinate activity for all Command and General Staff.
- l. Coordinate with key people and officials.
- m. Approve requests for additional resources or for the release of resources.
- n. Keep agency administrator informed of incident status.
- o. Approve the use of trainees, volunteers, and auxiliary personnel.
- p. Authorize release of information to the news media.
- q. Ensure Incident Status Summary (ICS Form 209) is completed and forwarded to appropriate higher authority.
- r. Order the demobilization of the incident when appropriate.
- s. Maintain Unit/Activity Log (ICS Form 214).

INFORMATION OFFICER (ICS 220-2) - The Information Officer is responsible for developing and releasing information about the incident to the news media, to incident personnel, and to other appropriate agencies and organizations.

Only one Information Officer will be assigned for each incident, including incidents operating under Unified Command and multi-jurisdiction incidents. The Information Officer may have Assistant Information Officers as necessary, and the Assistant Information Officers may also represent assisting agencies or jurisdictions.

Agencies have different policies and procedures relative to the handling of public information. The following are the major responsibilities of the Information Officer that would generally apply on any incident:

- a. Review Common Responsibilities (Page 1-2).
- b. Determine from the Incident Commander if there are any limits on information release.
- c. Develop material for use in media briefings.
- d. Obtain Incident Commander's approval of media releases.
- e. Inform media and conduct media briefings.
- f. Arrange for tours and other interviews or briefings that may be required.
- g. Obtain media information that may be useful to incident planning.
- h. Maintain current information summaries and/or displays on the incident and provide information on status of incident to assigned personnel.
- i. Assign Assistant Information Officers as appropriate.
- j. Maintain Unit/Activity Log (ICS Form 214).

LIAISON OFFICER (ICS 220-3) - Incidents that are multi-jurisdictional, or have several agencies involved, may require the establishment of the Liaison Officer position on the Command Staff.

Only one Liaison Officer will be assigned for each incident, including incidents operating under Unified Command and multi-jurisdiction incidents. The Liaison Officer may have assistants as necessary, and the assistants may also represent assisting agencies or jurisdictions. The Liaison Officer is the point of contact for the Agency Representatives assigned to the incident by assisting or cooperating agencies.

- a. Review Common Responsibilities (Page 1-2).
- b. Be a contact point for Agency Representatives.
- c. Maintain a list of assisting and cooperating agencies and Agency Representatives.
- d. Assist in establishing and coordinating interagency contacts.
- e. Keep agencies supporting the incident aware of incident status.
- f. Monitor incident operations to identify current or potential inter-organizational problems.
- g. Participate in planning meetings, providing current resource status, including limitations and capability of assisting agency resources.
- h. Assign Assistant Liaison Officer(s) as appropriate.
- i. Maintain Unit/Activity Log (ICS Form 214).

AGENCY REPRESENTATIVES (ICS 220-5) - In many multi-jurisdiction incidents, an agency or jurisdiction will send a representative to assist in coordination efforts.

An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency who has been delegated authority to make decisions on matters affecting that agency's participation at the incident.

Agency Representatives report to the Liaison Officer, or to the Incident Commander in the absence of a Liaison Officer.

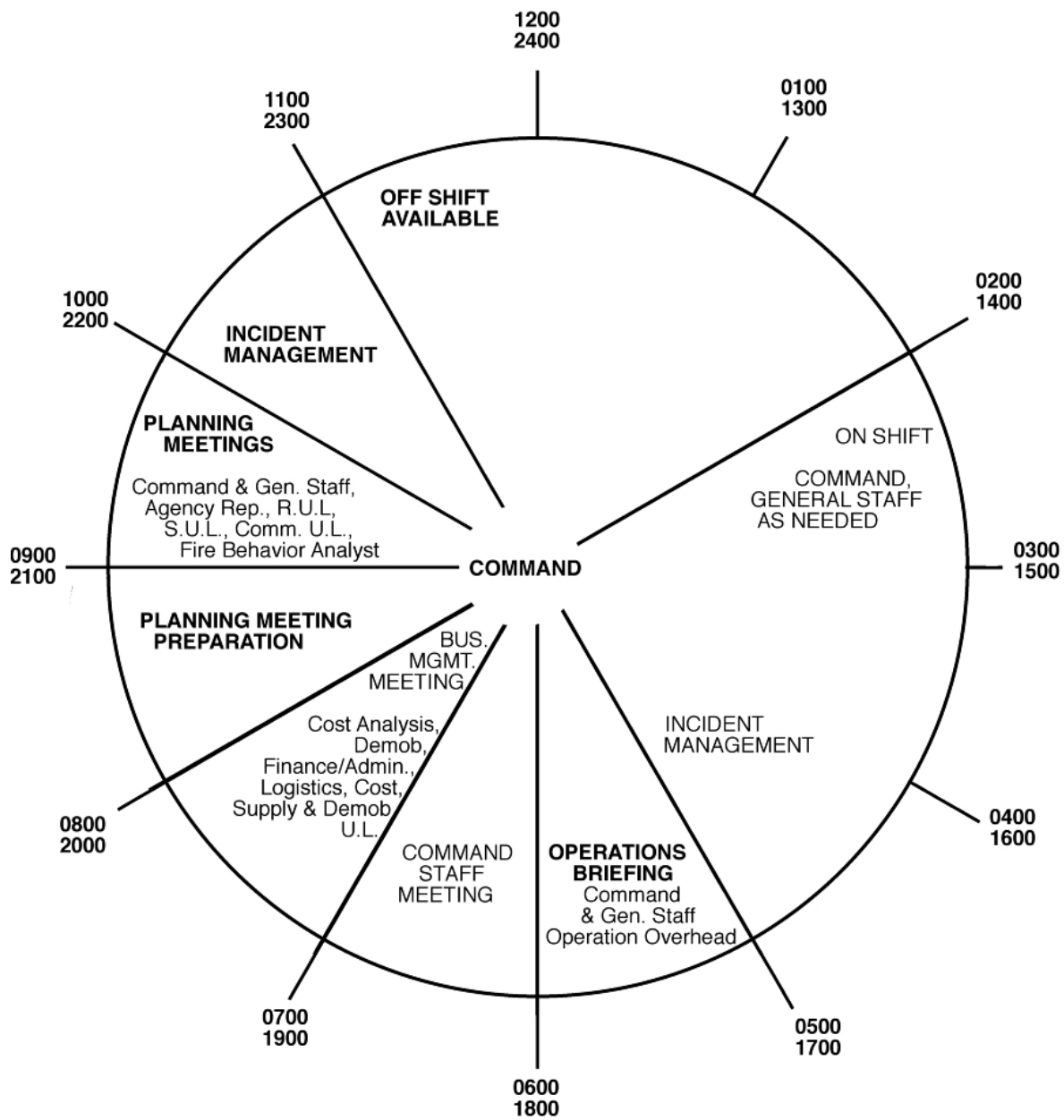
- a. Review Common Responsibilities (Page 1-2).
- b. Ensure that all agency resources are properly checked-in at the incident.
- c. Obtain briefing from the Liaison Officer or Incident Commander.
- d. Inform assisting or cooperating agency personnel on the incident that the Agency Representative position for that agency has been filled.
- e. Attend briefings and planning meetings as required.
- f. Provide input on the use of agency resources unless resource technical specialists are assigned from the agency.
- g. Cooperate fully with the Incident Commander and the General Staff on agency involvement at the incident.
- h. Ensure the well being of agency personnel assigned to the incident.
- i. Advise the Liaison Officer of any special agency needs or requirements.
- j. Report to home agency dispatch or headquarters on a prearranged schedule.
- k. Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.
- l. Ensure that all required agency forms, reports and documents are complete prior to departure.
- m. Have a debriefing session with the Liaison Officer or Incident Commander prior to departure.
- n. Maintain Unit/Activity Log (ICS Form 214).

SAFETY OFFICER (ICS 220-4) - The Safety Officer's function is to develop and recommend measures for assuring personnel safety, and to assess and/or anticipate hazardous and unsafe situations. Having full authority of the Incident Commander, the Safety Officer can exercise emergency authority to stop or prevent unsafe acts.

Only one Safety Officer will be assigned for each incident. The Safety Officer may have Assistant Safety Officers as necessary, and the Assistant Safety Officers may also come from assisting agencies or jurisdictions as appropriate. Assistant Safety Officers may have specific responsibilities such as air operations, urban search and rescue, hazardous materials, or for specific geographic or functional areas of the incident.

- a. Review Common Responsibilities (Page 1-2).
- b. Participate in planning meetings.
- c. Identify hazardous situations associated with the incident.
- d. Review the Incident Action Plan for safety implications.
- e. Exercise emergency authority to stop or prevent unsafe acts and communicate such exercise of authority to the Incident Command.
- f. Investigate accidents that have occurred within the incident area.
- g. Assign Assistant Safety Officers as needed.
- h. Conduct and prepare an Incident Safety Analysis (ICS Form 215-AG/AW) as appropriate.
- i. Initiate appropriate mitigation measures, i.e., Personnel Accountability, Fireline EMT's, Rapid Intervention Crew/Company, etc.
- j. Develop and communicate an incident safety message as appropriate.
- k. Review and approve the Medical Plan (ICS Form 206).
- l. Review and approve the Site Safety and Control Plan (ICS Form 208) as required.
- m. Maintain Unit/Activity Log (ICS Form 214).

Command and General Staff Planning Cycle Guide



Example Based on 12-Hour Operational Period

CHAPTER 6

UNIFIED COMMAND

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UNIFIED COMMAND

Experience has proven that at incidents involving multi-agencies, there is a critical need for integrating management of resources into one operational organization that is managed and supported by one command structure. This is best established through an integrated, multi-disciplined organization. In the ICS, employing what is known as Unified Command fills this critical need.

Unified Command is a team effort that allows all agencies with jurisdictional responsibility for an incident, either geographical or functional, to participate in the management of the incident. This participation is demonstrated by developing and implementing a common set of incident objectives and strategies that all can subscribe to, without losing or abdicating agency authority, responsibility or accountability. Those organizations that participate in Unified Command should have statutory responsibility for some portion of the incident or event. Assisting and cooperating agencies with no statutory responsibility that nonetheless contribute resources to the incident should not function at the Unified Command level. These agencies should instead, assign Agency Representatives to effectively represent their agencies and resources through the Liaison Officer. In these ways, the principles that define Unified Command provide all of the necessary mechanisms for organizational representation and interagency management within a multi-agency incident response.

At a local level, frequent training and realistic exercises involving those agencies that may be represented at actual incidents should be considered a prerequisite for successful management of multi-agency incidents. These activities serve to familiarize each participating agency of their respective roles and responsibilities and clarify the capabilities and limitations of each agency. For example, a planned event such as a parade or air show may provide an opportunity for local, state and federal agencies to operate in a Unified Command structure.

A successfully managed multi-agency incident will occur only when the participating agencies' personnel have confidence in each other's competencies, authorities, responsibilities, and limitations as they relate to the incident. Beyond the associated processes, guidelines, and exercises, is the requirement for an attitude of cooperation. Coordinated strategy, tactics, and resource utilization to accomplish incident control must be the focus of all agencies at the scene.

Within a Unified Command, one person is selected as spokesperson for the groups. Typically, the person representing the agency with the highest resource commitment or most visible activity on the incident is selected. In some cases, this task may simply be assigned to the person with the most experience.

Unified Command incorporates the following principles:

- a. One set of objectives is developed for the entire incident.
- b. A collective approach to developing strategies to achieve incident goals.
- c. Improved information flow and coordination between all jurisdictions and agencies involved in the incident.

- d. All agencies with responsibility for the incident have an understanding of one another's priorities and restrictions.
- e. No agency's authority or legal requirements will be compromised or neglected.
- f. Each agency is fully aware of the plans, actions and constraints of all others.
- g. The combined efforts of all agencies are optimized as they perform their respective assignments under a single Incident Action Plan.
- h. Duplicative efforts are reduced or eliminated, thus reducing cost and chances for frustration and conflict.

INITIAL UNIFIED COMMAND MEETING CHECKLIST

It is essential to begin unified planning as early as possible. Initiate Unified Command as soon as two or more agencies having jurisdictional or functional responsibilities come together on an incident. It is especially important on those incidents where there may be competing priorities based on agency responsibilities.

All of the jurisdictional agency's Incident Commanders need to get together before the first operational period planning meeting in an Initial Unified Command Meeting. This meeting provides the responsible agency officials with an opportunity to discuss and concur on important issues prior to joint incident action planning. The agenda for the command meeting should include the following:

- a. State jurisdictional/agency priorities and objectives.
- b. Present jurisdictional limitations, concerns, and restrictions.
- c. Develop a collective set of incident objectives.
- d. Establish and agree on acceptable priorities.
- e. Adopt an overall strategy or strategies to accomplish objectives.
- f. Agree on the basic organization structure.
- g. Designate the most qualified and acceptable Operations Section Chief.
- h. The Operations Section Chief will normally be from the jurisdiction or agency that has the greatest involvement in the incident, although that is not essential.
- i. Agree on General Staff personnel designations and planning, logistical, and finance agreements and procedures.
- j. Agree on the resource ordering process to be followed.
- k. Agree on cost-sharing procedures.
- l. Agree on informational matters.
- m. Designate one agency official to act as the Unified Command spokesperson.

The members of the Unified Command must be authorized to perform certain activities and actions on behalf of the jurisdiction or agency they represent. Such activities include, ordering of additional resources in support of the Incident Action Plan, possible loaning or sharing of resources to other jurisdictions, and agree to financial cost-sharing arrangements with participating agencies.

COMMAND MEETING REQUIREMENTS

Unified Incident Commanders should meet prior to the Incident Planning Meeting to discuss a number of key items. This meeting will serve to clarify issues and provide direction to other incident personnel who will develop the formal Incident Action Plan.

The following checklist provides a series of items to be addressed during the meeting among Incident Commanders where the development of incident strategy and objectives is done.

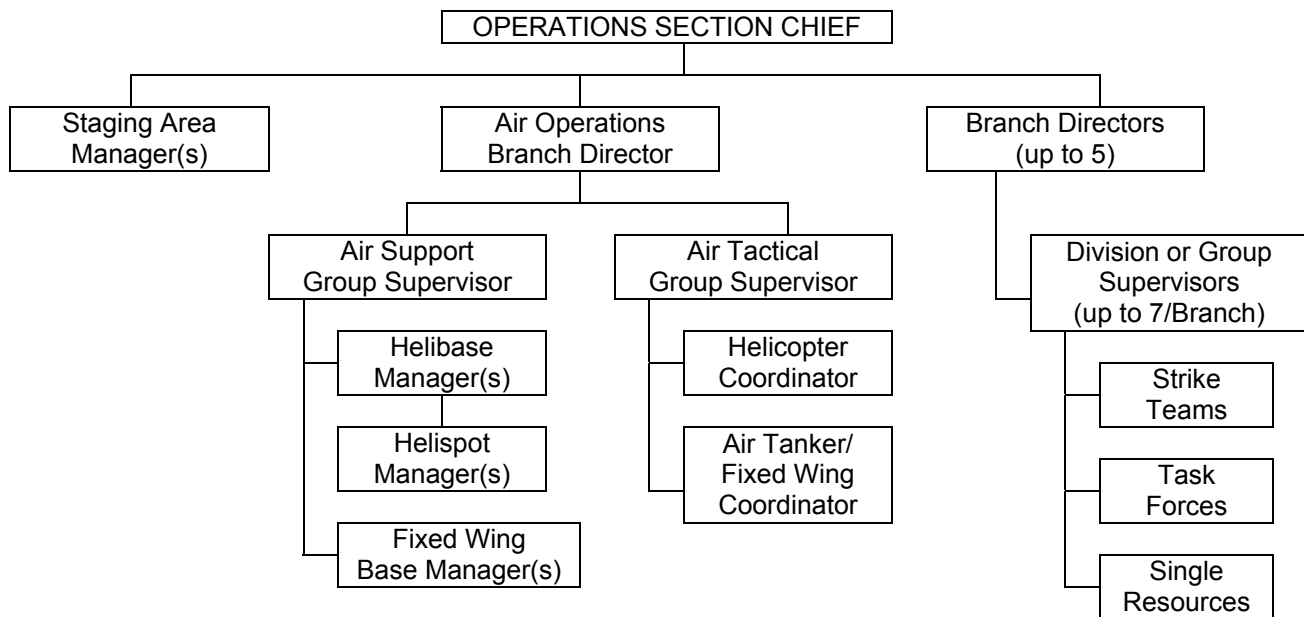
- a. The Command Meeting should include only agency Incident Commanders.
- b. The meeting should be brief, and important points should be documented. The important points should include agency capabilities and limitations, functional and jurisdictional responsibilities and the individual agency's objectives.
- c. Prior to the meeting, the respective responsible officials should have reviewed the purposes and agenda items described above, and be prepared to discuss them.

The end result of the planning process will be a single Incident Action Plan that addresses multi-jurisdiction or multi-agency priorities and objectives, and provides an appropriate level of tactical direction and resource assignments for the unified effort.

CHAPTER 7

OPERATIONS SECTION

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ORGANIZATION CHART**POSITION CHECKLISTS**

OPERATIONS SECTION CHIEF (ICS 222-1) - The Operations Section Chief, a member of the General Staff, is responsible for the management of all operations directly applicable to the primary mission ensuring the overall safety and welfare of all Section personnel. The Operations Chief activates and supervises organization elements in accordance with the Incident Action Plan and directs its execution. The Operations Chief also directs the preparation of unit operational plans, requests or releases resources, makes expedient changes to the Incident Action Plan as necessary, and reports such to the Incident Commander. The Deputy Operations Section Chief may be assigned for specific tasks, i.e., planning operations, day/night operations, etc.

- a. Review Common Responsibilities (Page 1-2).
- b. Develop the operations portion of the Incident Action Plan and complete the appropriate ICS Form 215 (G/W) as appropriate.
- c. Brief and assign Operations Section personnel in accordance with Incident Action Plan.
- d. Supervise Operations Section ensuring safety and welfare of all personnel.
- e. Determine need and request additional resources.
- f. Review suggested list of resources to be released and initiate recommendation for release of resources.
- g. Assemble and disassemble Strike Teams and Task Forces assigned to Operations Section.
- h. Report information about special activities, events, and occurrences to Incident Commander.
- i. Maintain Unit/Activity Log (ICS Form 214).

OPERATIONS BRANCH DIRECTOR (ICS 222-2) - Operations Branch Directors are under the direction of the Operations Section Chief, and are responsible for the implementation of the portion of the Incident Action Plan appropriate to the geographical and functional Branches.

- a. Review Common Responsibilities (Page 1-2).
- b. Develop with subordinates, alternatives for Branch control operations.
- c. Attend planning meetings at the request of the Operations Section Chief.
- d. Review Division/Group Assignment Lists (ICS Form 204) for Divisions or Groups within Branch. Modify lists based on effectiveness of current operations.
- e. Assign specific work tasks to Division and Group Supervisors.
- f. Supervise Branch operations.
- g. Resolve logistical problems reported by subordinates.
- h. Report to Operations Section Chief when the Incident Action Plan is to be modified, additional resources are needed, surplus resources are available, or when hazardous situations or significant events occur.
- i. Approve accident and medical reports (home agency forms) originating within the Branch.
- j. Maintain Unit/Activity Log (ICS Form 214).

DIVISION OR GROUP SUPERVISOR (ICS 222-3) – Division and Group Supervisors report to the Operations Section Chief (or Branch Director when activated). The Supervisor is responsible for the implementation of the assigned portion of the Incident Action Plan. They are also responsible for the assignment of resources within the Division or Group, reporting on the progress of control operations, and the status of resources within the Division or Group. Division Supervisors are assigned to a specific geographical area of an incident. Group Supervisors are assigned to accomplish specific functions within the incident (i.e. Hazardous Material, Medical).

- a. Review Common Responsibilities (Page 1-2).
- b. Implement Incident Action Plan for Division or Group.
- c. Provide Incident Action Plan to Strike Team Leaders, when available.
- d. Identify increments assigned to the Division or Group.
- e. Review assignments and incident activities with subordinates and assign tasks.
- f. Ensure that Incident Communications and/or Resources Unit is advised of all changes in status of resources assigned to the Division or Group.
- g. Coordinate activities with adjacent Divisions or Groups.
- h. Determine need for assistance on assigned tasks.
- i. Submit situation and resources status information to Branch Director or Operations Section Chief.
- j. Report hazardous situations, special occurrences, or significant events (e.g., accidents, sickness) to immediate supervisor.
- k. Ensure that assigned personnel and equipment get to and from assignments in a timely and orderly manner.
- l. Resolve logistics problems within the Division or Group.
- m. Participate in the development of tactical plans for next operational period.
- n. Maintain Unit/Activity Log (ICS Form 214).

STRIKE TEAM or TASK FORCE LEADER (ICS 222-4) - The Strike Team or Task Force Leader reports to a Division Supervisor or Group Supervisor and is responsible for performing tactical assignments assigned to the Strike Team or Task Force. The Leader reports work progress and status of resources, maintains work records on assigned personnel, and relays other important information to their supervisor.

- a. Review Common Responsibilities (Page 1-2).
- b. Review assignments with subordinates and assigns tasks.
- c. Monitor work progress and make changes when necessary.
- d. Coordinate activities with adjacent strike teams, task forces and single resources.
- e. Travel to and from active assignment area with assigned resources.
- f. Retain control of assigned resources while in available or out-of-service status.
- g. Submit situation and resource status information to Division/Group Supervisor.
- h. Maintain Unit/Activity Log (ICS Form 214).

SINGLE RESOURCE - The person in charge of a single tactical resource will carry the unit designation of the resource.

- a. Review Common Responsibilities (Page 1-2).
- b. Review assignments.
- c. Obtain necessary equipment/supplies.
- d. Review weather/environmental conditions for assignment area.
- e. Brief subordinates on safety measures.
- f. Monitor work progress.
- g. Ensure adequate communications with supervisor and subordinates.
- h. Keep supervisor informed of progress and any changes.
- i. Inform supervisor of problems with assigned resources.
- j. Brief relief personnel, and advise them of any change in conditions.
- k. Return equipment and supplies to appropriate unit.
- l. Complete and turn in all time and use records on personnel and equipment.
- m. Maintain Unit/Activity Log (ICS Form 214).

STAGING AREA MANAGER - The Staging Area Manager is responsible for managing all activities within a Staging Area.

- a. Review Common Responsibilities (Page 1-2).
- b. Proceed to Staging Area.
- c. Establish Staging Area layout.
- d. Determine any support needs for equipment, feeding, sanitation and security.
- e. Establish check-in function as appropriate.
- f. Post areas for identification and traffic control.
- g. Request maintenance service for equipment at Staging Area as appropriate.
- h. Respond to request for resource assignments. (Note: This may be direct from Operations Section or via the Incident Communications Center).
- i. Obtain and issue receipts for radio equipment and other supplies distributed and received at Staging Area.
- j. Determine required resource levels from the Operations Section Chief.

- k. Advise the Operations Section Chief when reserve levels reach minimums.
- l. Maintain and provide status to Resources Unit of all resources in Staging Area.
- m. Maintain Staging Area in orderly condition.
- n. Demobilize Staging Area in accordance with Incident Demobilization Plan.
- o. Maintain Unit/Activity Log (ICS Form 214).

AIR OPERATIONS BRANCH DIRECTOR (ICS 222-5) -The Air Operations Branch Director, who is ground based, is primarily responsible for preparing the air operations portion of the Incident Action Plan. The plan will reflect agency restrictions that have an impact on the operational capability or utilization of resources (e.g., night flying, hours per pilot). After the plan is approved, Air Operations is responsible for implementing its strategic aspects--those that relate to the overall incident strategy as opposed to those that pertain to tactical operations (specific target selection).

Additionally, the Air Operations Branch Director is responsible for providing logistical support to helicopters operating on the incident. The Air Tactical Group Supervisor working with ground and air resources normally performs specific tactical activities (such as target selection and suggested modifications to specific tactical actions in the Incident Action Plan).

- a. Review Common Responsibilities (Page 1-2).
- b. Organize preliminary air operations.
- c. Request declaration (or cancellation) of restricted air space area, (FAA Regulation 91.137).
- d. Participate in preparation of the Incident Action Plan through Operation Section Chief.
Insure that the Air Operations portion of the Incident Action Plan takes into consideration the Air Traffic Control requirements of assigned aircraft.
- e. Perform operational planning for air operations.
- f. Prepare and provide Air Operations Summary (ICS Form 220) to the Air Support Group and Fixed-Wing Bases.
- g. Determine coordination procedures for use by air organization with ground Branches, Divisions or Groups.
- h. Coordinate with appropriate Operations Section personnel.
- i. Supervise all Air Operations activities associated with the incident.
- j. Evaluate Helibase locations.
- k. Establish procedures for emergency reassignment of aircraft.
- l. Schedule approved flights of non-incident aircraft in the restricted air space area.
- m. Coordinate and schedule infrared aircraft flights.
- n. Coordinate with Operations Coordination Center (OCC) through normal channels on incident air operations activities.
- o. Inform the Air Tactical Group Supervisor of the air traffic situation external to the incident.
- p. Consider requests for non-tactical use of incident aircraft.
- q. Resolve conflicts concerning non-incident aircraft.
- r. Coordinate with Federal Aviation Administration (FAA).
- s. Update air operations plans.
- t. Report to the Operations Section Chief on air operations activities.
- u. Report special incidents/accidents.
- v. Arrange for an accident investigation team when warranted.
- w. Maintain Unit/Activity Log (ICS Form 214).

AIR TACTICAL GROUP SUPERVISOR (ICS 222-6) -The Air Tactical Group Supervisor is primarily responsible for the coordination of aircraft operations when fixed and/or rotary-wing aircraft are operating on an incident. The Air Tactical Group Supervisor performs these coordination activities while airborne. The Air Tactical Group Supervisor reports to the Air Operations Branch Director.

- a. Review Common Responsibilities (Page 1-2).
- b. Determine what aircraft (air tankers and helicopters) are operating within area of assignment.
- c. Manage air tactical activities based upon Incident Action Plan.
- d. Establish and maintain communications and Air Traffic Control with pilots, Air Operations, Helicopter Coordinator, Air Tanker/Fixed Wing Coordinator, Air Support Group (usually Helibase Manager), and fixed wing support bases.
- e. Coordinate approved flights of non-incident aircraft or non-tactical flights in restricted air space area.
- f. Obtain information about air traffic external to the incident.
- g. Receive reports of non-incident aircraft violating restricted air space area.
- h. Make tactical recommendations to approved ground contact (Operations Section Chief, Branch Director, or Division/Group Supervisor).
- i. Inform Air Operations Branch Director of tactical recommendations affecting the air operations portion of the Incident Action Plan.
- j. Report on Air Operations activities to the Air Operations Branch Director. Advise Air Operations immediately if aircraft mission assignments are causing conflicts in the Air Traffic Control System.
- k. Report on incidents/accidents.
- l. Maintain Unit/Activity Log (ICS Form 214).

HELICOPTER COORDINATOR (ICS 222-7) -The Helicopter Coordinator is primarily responsible for coordinating tactical or logistical helicopter mission(s) at the incident. The Helicopter Coordinator can be airborne or on the ground operating from a high vantage point. The Helicopter Coordinator reports to the Air Tactical Group Supervisor. Activation of this position is contingent upon the complexity of the incident and the number of helicopters assigned. There may be more than one Helicopter Coordinator assigned to an incident.

- a. Review Common Responsibilities (Page 1-2).
- b. Determine what aircraft (air tankers and helicopters) are operating within incident area of assignment.
- c. Survey assigned incident area to determine situation, aircraft hazards and other potential problems.
- d. Coordinate Air Traffic Control with pilots, Air Operations Branch Director, Air Tactical Group Supervisor, Air Tanker/Fixed Wing Coordinator and the Air Support Group (usually Helibase Manager) as the situation dictates.
- e. Coordinate the use of assigned ground-to-air and air-to-air communications frequencies with the Air Tactical Group Supervisor, Communications Unit, or local agency dispatch center.
- f. Ensure that all assigned helicopters know appropriate operating frequencies.

- g. Coordinate geographical areas for helicopter operations with Air Tactical Group Supervisor and make assignments.
- h. Determine and implement air safety requirements and procedures.
- i. Ensure that approved night flying procedures are in operation.
- j. Receive assignments, brief pilots, assign missions, and supervise helicopter activities.
- k. Coordinate activities with Air Tactical Group Supervisor, Air Tanker/Fixed Wing Coordinator, Air Support Group and ground personnel.
- l. Maintain continuous observation of assigned helicopter-operating area and inform Air Tactical Group Supervisor of incident conditions including any aircraft malfunction or maintenance difficulties, and anything that may affect the incident.
- m. Inform Air Tactical Group Supervisor when mission is completed and reassign helicopter as directed.
- n. Request assistance or equipment as required.
- o. Report incidents or accidents to Air Operations Branch Director and Air Tactical Group Supervisor immediately.
- p. Maintain Unit/Activity Log (ICS Form 214).

AIR TANKER/FIXED WING COORDINATOR (ICS 222-8) - The Air Tanker/Fixed Wing Coordinator is primarily responsible for coordinating assigned air tanker operations at the incident. The Coordinator, who is always airborne, reports to the Air Tactical Group Supervisor. Activation of this position is contingent upon the need or upon complexity of the incident.

- a. Review Common Responsibilities (Page 1-2).
- b. Determine all aircraft including air tankers and helicopters operating within incident area of assignment.
- c. Survey incident area to determine situation, aircraft hazards and other potential problems.
- d. Coordinate the use of assigned ground-to-air and air-to-air communications frequencies with Air Tactical Group Supervisor, Communications Unit or local agency dispatch center and establish air tanker air-to-air radio frequencies.
- e. Ensure air tankers know appropriate operating frequencies.
- f. Determine incident air tanker capabilities and limitations for specific assignments.
- g. Coordinate Air Traffic Control with pilots, Air Operations Branch Director, Air Tactical Group Supervisor, Helicopter Coordinator, and Air Support Group (usually Helibase Manager) as the situation dictates.
- h. Determine and implement air safety requirement procedures.
- i. Receive assignments, brief pilots, assign missions, and supervise fixed-wing activities.
- j. Coordinate activities with Air Tactical Group Supervisor, Helicopter Coordinator and ground operations personnel.
- k. Maintain continuous observation of air tanker operating areas.
- l. Provide information to ground resources, if necessary.
- m. Inform Air Tactical Group Supervisor of overall incident conditions including aircraft malfunction or maintenance difficulties.
- n. Inform Air Tactical Group Supervisor when mission is completed and reassign air tankers as directed.
- o. Request assistance or equipment as necessary.
- p. Report incidents or accidents immediately to Air Operations Branch Director.
- q. Maintain Unit/Activity Log (ICS Form 214).

AIR SUPPORT GROUP SUPERVISOR (ICS 222-9) - The Air Support Group Supervisor is primarily responsible for supporting and managing Helibase and Helispot operations and maintaining liaison with fixed-wing air bases. This includes providing: 1) fuel and other supplies, 2) maintenance and repair of helicopters, 3) retardant mixing and loading, 4) keeping records of helicopter activity, and 5) providing enforcement of safety regulations. These major functions are performed at Helibases and Helispots. Helicopters during landing and take-off and while on the ground are under the control of the Air Support Group's Helibase or Helispot Managers. The Air Support Group Supervisor reports to the Air Operations Branch Director.

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain copy of the Incident Action Plan from the Air Operations Branch Director including Air Operations Summary (ICS Form 220).
- c. Participate in Air Operations Branch Director planning activities.
- d. Inform Air Operations Branch Director of group activities.
- e. Identify resources/supplies dispatched for Air Support Group.
- f. Request special air support items from appropriate sources through Logistics Section.
- g. Identify Helibase and Helispot locations (from Incident Action Plan) or from Air Operations Branch Director.
- h. Determine need for assignment of personnel and equipment at each Helibase and Helispot.
- i. Coordinate special requests for air logistics.
- j. Maintain coordination with airbases supporting the incident.
- k. Coordinate activities with Air Operations Branch Director.
- l. Obtain assigned ground-to-air frequency for Helibase operations from Communications Unit Leader or Incident Radio Communications Plan (ICS Form 205).
- m. Inform Air Operations Branch Director of capability to provide night-flying service.
- n. Ensure compliance with each agency's operations checklist for day and night operations.
- o. Ensure dust abatement procedures are implemented at Helibase and Helispots.
- p. Provide aircraft rescue firefighting service for Helibases and Helispots.
- q. Ensure that Air Traffic Control procedures are established between Helibase and Helispots and the Air Tactical Group Supervisor, Helicopter Coordinator or Air Tanker/Fixed Wing Coordinator.
- r. Maintain Unit/Activity Log (ICS Form 214).

HELIBASE MANAGER - The Helibase Manager has primary responsibility for managing all activities at the assigned Helibase.

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain Incident Action Plan including Air Operations Summary (ICS Form 220).
- c. Participate in Air Support Group planning activities.
- d. Inform Air Support Supervisor of Helibase activities.
- e. Report to assigned Helibase. Brief pilots and other assigned personnel.
- f. Manage resources/supplies dispatched to Helibase.
- g. Ensure Helibase is posted and cordoned.
- h. Coordinate Helibase Air Traffic control with pilots, Air Support Group Supervisor, Air Tactical Group Supervisor, Helicopter Coordinator and the Takeoff and Landing Controller.
- i. Manage retardant mixing and loading operations.

- j. Ensure helicopter fueling, maintenance and repair services are provided.
- k. Supervise manifesting and loading of personnel and cargo.
- l. Ensure dust abatement techniques are provided and used at Helibases and Helispots.
- m. Ensure security is provided at each Helibase and Helispot.
- n. Ensure aircraft rescue firefighting services are provided for the Helibase.
- o. Request special air support items from the Air Support Group Supervisor.
- p. Receive and respond to special requests for air logistics.
- q. Supervise personnel responsible to maintain agency records, reports of helicopter activities, and Check-In List (ICS Form 211).
- r. Coordinate activities with Air Support Group Supervisor.
- s. Display organization and work schedule at each Helibase, including Helispot organization and assigned radio frequencies.
- t. Solicit pilot input concerning selection and adequacy of Helispots, communications, Air Traffic Control, operational difficulties, and safety problems.
- u. Maintain Unit/Activity Log (ICS Form 214).

HELISPOT MANAGER – The Helispot Manager is supervised by the Helibase Manager and is responsible for providing safe and efficient management of all activities at the assigned Helispot.

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain Incident Action Plan including Air Operations Summary (ICS Form 220).
- c. Report to assigned Helispot.
- d. Coordinate activities with Helibase Manager.
- e. Inform Helibase Manager of Helispot activities.
- f. Manage resources/supplies dispatch to Helispot.
- g. Request special air support items from Helibase Manager.
- h. Coordinate Air Traffic Control and Communications with pilots, Helibase Manager, Helicopter Coordinator, Air Tanker/Fixed Wing Coordinator and Air Tactical Group Supervisor when appropriate.
- i. Ensure aircraft rescue firefighting services are available.
- j. Ensure that dust control is adequate, debris cannot blow into rotor system, touchdown zone slope is not excessive and rotor clearance is sufficient.
- k. Supervise or perform retardant loading at Helispot.
- l. Perform manifesting and loading of personnel and cargo.
- m. Coordinate with pilots for proper loading and unloading and safety problems.
- n. Maintain agency records and reports of helicopter activities.
- o. Maintain Unit/Activity Log (ICS Form 214).

MIXMASTER - The Mixmaster is responsible for providing fire retardant to helicopters at the rate specified and for the expected duration of job. The Mixmaster reports to the Helibase Manager.

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain Air Operations Summary (ICS Form 220).
- c. Check accessory equipment, such as valves, hoses and storage tanks.
- d. Take immediate steps to get any items and personnel to do the job.

- e. Plan the specific layout to conduct operations.
- f. Determine if water or retardant is to be used and which helicopters may have load restrictions.
- g. Maintain communication with Helibase Manager.
- h. Supervise the crew in setting up operations.
- i. Supervise crew in loading retardant into helicopters.
- j. Make sure supply of retardants is kept ahead of demand.
- k. Attend to the safety and welfare of crew.
- l. See that the base is cleaned up before leaving.
- m. Keep necessary agency records.
- n. Maintain Unit/Activity Log (ICS Form 214).

DECK COORDINATOR - The Deck Coordinator is responsible for providing coordination of a Helibase landing area for personnel and cargo movement. The Deck Coordinator reports to the Helibase Manager.

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain Air Operations Summary (ICS Form 220).
- c. Establish emergency landing areas.
- d. Ensure aircraft rescue firefighting procedures are understood by deck personnel.
- e. Establish and mark landing pads.
- f. Ensure sufficient personnel are available to load and unload personnel and cargo safely.
- g. Ensure deck area is properly posted.
- h. Provide for vehicle control.
- i. Supervise deck management personnel. (Load Masters and Parking Tenders)
- j. Ensure dust abatement measures are met.
- k. Ensure that all assigned personnel are posted to the daily organization chart.
- l. Ensure proper manifesting and load calculations are done.
- m. Ensure Air Traffic Control operation is coordinated with Landing and Takeoff Coordinator.
- n. Maintain agency records.
- o. Maintain Unit/Activity Log (ICS Form 214).

LOADMASTER (PERSONNEL/CARGO) - The Loadmaster is responsible for the safe operation of loading and unloading of cargo and personnel at a Helibase. The Loadmaster reports to the Deck Coordinator.

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain Air Operations Summary (ICS Form 220).
- c. Ensure proper posting of loading and unloading areas.
- d. Perform manifesting and loading of personnel and cargo.
- e. Ensure sling load equipment is safe.
- f. Know aircraft rescue firefighting procedures.
- g. Supervise loading and unloading crews.
- h. Coordinate with Takeoff and Landing Controller.
- i. Maintain Unit/Activity Log (ICS Form 214).

PARKING TENDER - The Parking Tender is responsible for the takeoff and landing of helicopters at an assigned helicopter pad. The Parking Tender reports to the Deck Coordinator. A Parking Tender should be assigned for each helicopter pad.

- a. Review Common Responsibilities (Page 1-2).
- b. Supervise activities at the landing pad. (personnel and helicopter movement, vehicle traffic, etc.)
- c. Know and understand the aircraft rescue firefighting procedures.
- d. Ensure agency checklist is followed.
- e. Ensure helicopter pilot needs are met at the landing pad.
- f. Ensure landing pad is properly maintained (dust abatement, marking, etc.).
- g. Ensure landing pad is properly marked.
- h. Check personnel seatbelts, cargo restraints and helicopter doors.
- i. Maintain Unit/Activity Log (ICS Form 214).

TAKEOFF AND LANDING CONTROLLER - The Takeoff and Landing Controller is responsible for providing coordination of arriving and departing helicopters at a Helibase and all helicopter movement on and around the Helibase. The Takeoff and Landing Controller reports to the Helibase Manager.

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain Air Operations Summary (ICS Form 220).
- c. Check radio system before commencing operation.
- d. Coordinate with radio operation on helicopter flight routes and patterns.
- e. Maintain communications with all incoming and outgoing helicopters.
- f. Maintain constant communications with radio operator.
- g. Coordinate with Deck Manager and Parking Tender before commencing operation and during operation.
- h. Maintain Unit/Activity Log (ICS Form 214).

HELIBASE RADIO OPERATOR - The Helibase Radio Operator is responsible for establishing communication between incident assigned helicopters and Helibases, Air Tactical Group Supervisor, Air Operations Branch Director and Takeoff and Landing Controller. The Helibase Radio Operator reports to the Helibase Manager.

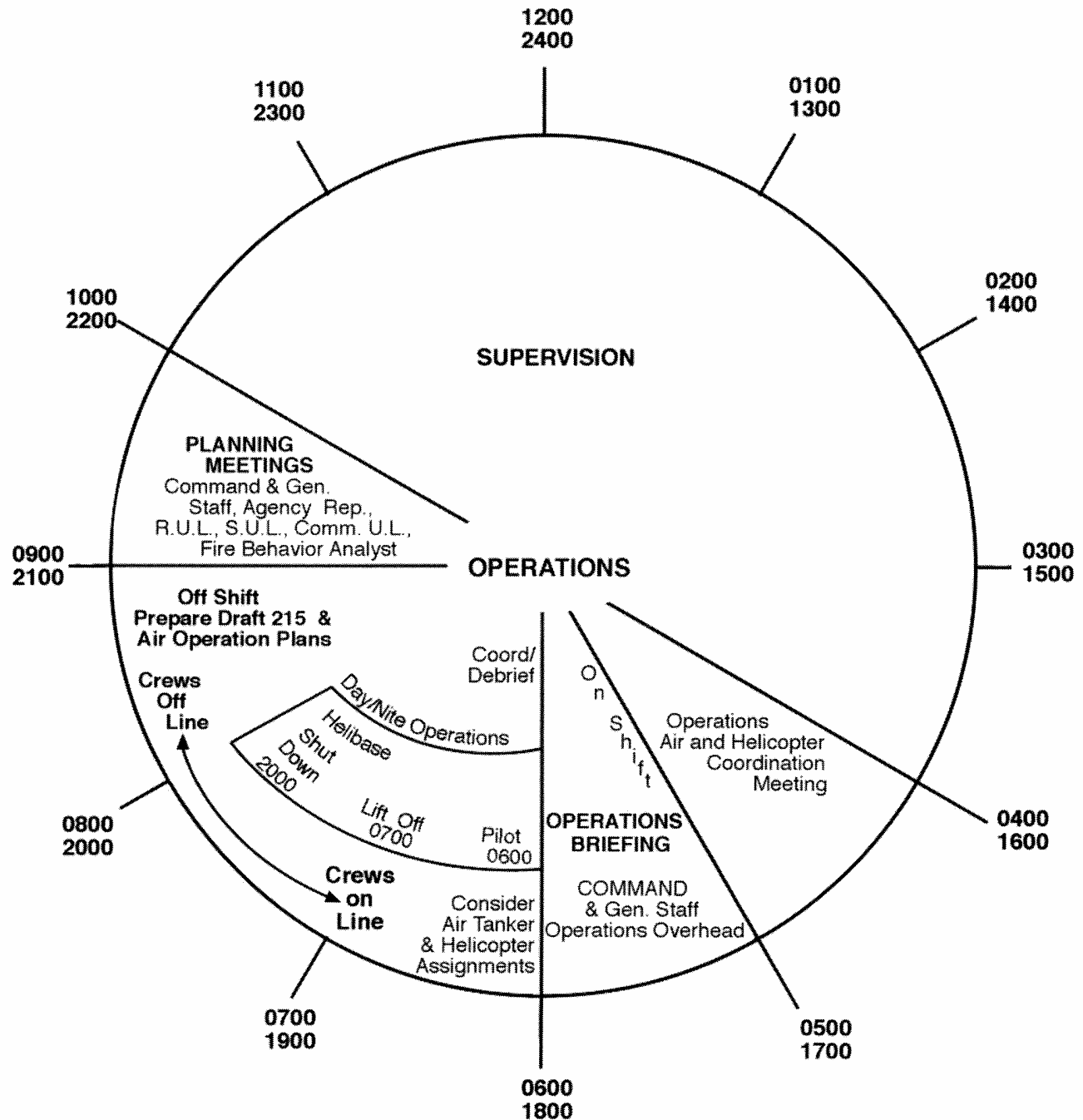
- a. Review Common Responsibilities (Page 1-2).
- b. Obtain Air Operations Summary (ICS Form 220).
- c. Establish communication needs at Helibase.
- d. Ensure orders from Air Operations Branch Director are relayed to Helibase Manager.
- e. Maintain constant communications with all helicopters.
- f. Notify Takeoff/Landing Coordinator of incoming helicopters.
- g. Verify daily radio frequencies with Helibase Manager.
- h. Maintain a log of all helicopter takeoff/landings, ETA's, ETD's and flight route check-ins.
- i. Establish helicopter identification call numbers and post.
- j. Ensure helicopter timekeeping is completed.
- k. Establish and enforce proper radio procedures.

- l. Notify Air Operations Branch Director immediately of any overdue or missing helicopters.
- m. Understand aircraft rescue firefighting procedures.
- n. Receive clearance from Air Tactical Group Supervisor before launching helicopters.
- o. Maintain Unit/Activity Log (ICS Form 214).

HELICOPTER TIMEKEEPER - The Helicopter Timekeeper is responsible for keeping time on all helicopters assigned to the Helibase. Helicopter Timekeeper reports to the radio operator.

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain Air Operations Summary (ICS Form 220).
- c. Determine number of helicopters by agency.
- d. Determine helicopter time needed by agency.
- e. Record operation time of helicopters.
- f. Fill out necessary agency time reports.
- g. Obtain necessary timekeeping forms.
- h. Maintain Unit/Activity Log (ICS Form 214).

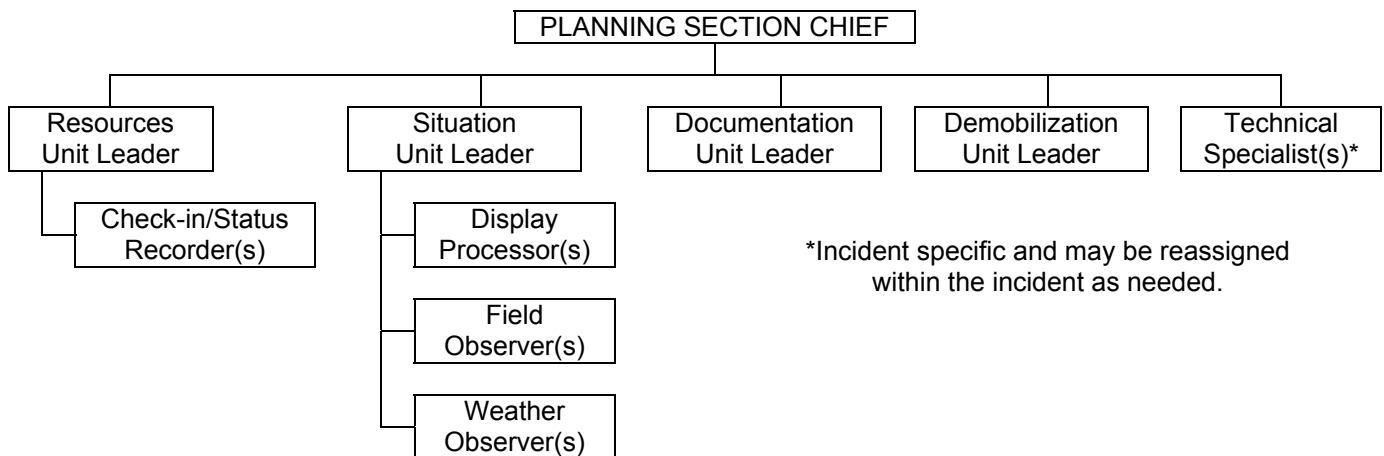
Operations Section Planning Cycle Guide



Example Based on 12-Hour Operational Period

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ORGANIZATION CHART**PLANNING PROCESS**

The checklist below provides basic steps appropriate for use in almost any incident situation. However, not all incidents require written plans and the need for written plans and attachments is based on incident requirements and the decision of the Incident Commander.

The Planning Checklist is to be used with the Operational Planning Worksheet (ICS Form 215-G/W). For more detailed instructions, see Planning Section Chief Position Manual (ICS 221-1). The Operations Section Chief should have a draft Operational Planning Worksheet (ICS Form 215-G/W) and the Safety Officer should have a draft Incident Safety Analysis (ICS Form 215-AG/AW) completed prior to the planning meeting.

Incident Objectives and strategy should be established before the planning meeting. For this purpose it may be necessary to hold a strategy meeting prior to the planning meeting.

The Planning Process works best when the incident is divided into logical geographical and/or functional units. The tactics and resources are then determined for each of the planning units and then the planning units are combined into divisions/groups utilizing span-of-control guidelines.

The ICS Form 215-G/W (Operational Planning Worksheet -Generic and Wildland) and the ICS Form 215-AG/AW (Incident Safety Analysis – Generic and Wildland) are used to support the incident's planning process. They provide the Incident Commander, Command and General Staff with the means to identify Division or Group assignments, develop specific tactics, identify available and needed resources, and address safety considerations. During this process, safety issues identified must be mitigated or new tactics developed which adequately address safety concerns.

CHECKLIST**PRIMARY RESPONSIBILITY**

- | | |
|--|---------------|
| 1. Briefing on situation and resource status..... | PSC |
| 2. Set/review incident objectives..... | IC |
| 3. Plot control lines, establish Branch and Division boundaries,
identify Group assignments | OSC |
| 4. Specify tactics for each Division/Group | OSC |
| 5. Specify safety mitigation measures for identified hazards in
Divisions/Groups | SOF |
| 6. Specify resources needed by Division/Group | OSC, PSC |
| 7. Specify Operations facilities and reporting locations –
Plot on map | OSC, PSC, LSC |
| 8. Develop resource and personnel order | LSC |
| 9. Consider Communications, Medical, and Traffic Plan
requirements..... | PSC, LSC |
| 10. Finalize, approve and implement Incident Action Plan | PSC, IC, OSC |

IC = Incident Commander
PSC = Planning Section Chief
OSC = Operations Section Chief
LSC = Logistics Section Chief
SOF = Safety Officer

POSITION CHECKLISTS

PLANNING SECTION CHIEF (ICS 221-1) - The Planning Section Chief, a member of the Incident Commander's General Staff, is responsible for the collection, evaluation, dissemination and use of information about the development of the incident and status of resources. The Planning Section Chief is responsible for ensuring the safety and welfare of all Section personnel. Information is needed to: 1) understand the current situation, 2) predict probable course of incident events, and 3) prepare alternative strategies and control operations for the incident.

- a. Review Common Responsibilities (Page 1-2).
- b. Collect and process situation information about the incident.
- c. Supervise preparation of the Incident Action Plan.
- d. Provide input to the Incident Commander and Operations Section Chief in preparing the Incident Action Plan.
- e. Reassign out-of-service personnel already on-site to ICS organizational positions as appropriate.
- f. Establish information requirements and reporting schedules for Planning Section Units (e.g., Resources Unit and Situation Unit).
- g. Determine need for any specialized resources in support of the incident.
- h. If requested, assemble and disassemble strike teams and task forces not assigned to Operations.

- i. Establish special information collection activities as necessary, e.g., weather, environmental, toxics, etc.
- j. Assemble information on alternative strategies.
- k. Provide periodic predictions on incident potential.
- l. Report any significant changes in incident status.
- m. Compile and display incident status information.
- n. Oversee preparation and implementation of Incident Demobilization Plan.
- o. Incorporate plans, (e.g., Traffic, Medical, Communications, Site Safety) into the Incident Action Plan.
- p. Maintain Unit/Activity Log (ICS Form 214).

RESOURCES UNIT LEADER (ICS 221-3) - The Resources Unit Leader is responsible for maintaining the status of all assigned resources (primary and support) at an incident. This is achieved by overseeing the check-in of all resources, maintaining a status-keeping system indicating current location and status of all resources, and maintenance of a master list of all resources, e.g., key supervisory personnel, primary and support resources, etc.

- a. Review Common Responsibilities (Page 1-2).
- b. Review Unit Leader Responsibilities (Page 1-2).
- c. Establish check-in function at incident locations.
- d. Prepare Organization Assignment List (ICS Form 203) and Organization Chart (ICS Form 207).
- e. Prepare appropriate parts of Assignment Lists (ICS Form 204).
- f. Prepare and maintain the Command Post display (to include organization chart and resource allocation and deployment).
- g. Maintain and post the current status and location of all resources.
- h. Maintain master roster of all resources checked in at the incident.
- i. A Check-in/Status Recorder reports to the Resources Unit Leader and assists with the accounting of all incident-assigned resources.
- j. Maintain Unit/Activity Log (ICS Form 214).

CHECK-IN/STATUS RECORDER - Check-in/Status Recorders are needed at each check-in location to ensure that all resources assigned to an incident are accounted for.

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain required work materials, including Check-in Lists (ICS Form 211), Resource Status Cards (ICS Form 219), and status display boards.
- c. Establish communications with the Communication Center and Ground Support Unit.
- d. Post signs so that arriving resources can easily find incident check-in location(s).
- e. Record check-in information on Check-in Lists (ICS Form 211).
- f. Transmit check-in information to Resources Unit on regular prearranged schedule or as needed.
- g. Forward completed Check-in Lists (ICS Form 211) to the Resources Unit.
- h. Receive, record, and maintain resource status information on Resource Status Cards (ICS Form 219) for incident assigned Single Resources, Strike Teams, Task Forces, and Overhead personnel.
- i. Maintain files of Check-in Lists (ICS Form 211).

SITUATION UNIT LEADER - The collection, processing and organizing of all incident information takes place within the Situation Unit. The Situation Unit may prepare future projections of incident growth, maps and intelligence information.

- a. Review Common Responsibilities (Page 1-2).
- b. Review Unit Leader Responsibilities (Page 1-2).
- c. Begin collection and analysis of incident data as soon as possible.
- d. Prepare, post, or disseminate resource and situation status information as required, including special requests.
- e. Prepare periodic predictions or as requested.
- f. Prepare the Incident Status Summary (ICS Form 209).
- g. Provide photographic services and maps if required.
- h. Maintain Unit/Activity Log (ICS Form 214).

DISPLAY PROCESSOR - The Display Processor is responsible for the display of incident status information obtained from Field Observers, resource status reports, aerial and orthography photographs and infrared data.

- a. Review Common Responsibilities (Page 1-2).
- b. Determine location of work assignment
- c. Determine numbers, types and locations of displays required.
- d. Determine map requirements for Incident Action Plans.
- e. Determine time limits for completion.
- f. Obtain information from Situation Unit.
- g. Obtain necessary equipment and supplies.
- h. Obtain copy of Incident Action Plan for each operational period.
- i. Assist Situation Unit Leader in analyzing and evaluating field reports.
- j. Develop required displays in accordance with time limits for completion.
- k. Maintain Unit/Activity Log (ICS Form 214).

FIELD OBSERVER - The Field Observer is responsible to collect situation information from personal observations at the incident and provide this information to the Situation Unit Leader.

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain copy of Incident Action Plan for the Operational Period.
- c. Obtain necessary equipment and supplies.
- d. Identify all facility locations (e.g., Helispots, Division and Branch boundaries).
- e. Report information to Situation Unit by established procedure.
- f. Report immediately any condition observed which may cause danger and safety hazard to personnel.
- g. Gather intelligence that will lead to accurate predictions.
- h. Maintain Unit/Activity Log (ICS Form 214).

WEATHER OBSERVER - The Weather Observer is responsible to collect current incident weather information and provide the information to an assigned meteorologist, Fire Behavior Specialist or Situation Unit Leader.

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain weather data collection equipment.
- c. Obtain appropriate transportation to collection site(s).
- d. Record and report weather observations at assigned locations on schedule.
- e. Turn in equipment at completion of assignment.
- f. Demobilize according to Incident Demobilization Plan.
- g. Demobilize incident displays in accordance with Incident Demobilization Plan.
- h. Maintain Unit/Activity Log (ICS Form 214).

DOCUMENTATION UNIT LEADER (ICS 221-10) - The Documentation Unit Leader is responsible for the maintenance of accurate, up-to-date incident files. The Documentation Unit will also provide duplication services. Incident files will be stored for legal, analytical, and historical purposes.

- a. Review Common Responsibilities (Page 1-2).
- b. Review Unit Leader Responsibilities (Page 1-2).
- c. Set up work area and begin organization of incident files.
- d. Establish duplication service; respond to requests.
- e. File all official forms and reports.
- f. Review records for accuracy and completeness; inform appropriate units of errors or omissions.
- g. Provide incident documentation as requested.
- h. Store files for post-incident use.
- i. Maintain Unit/Activity Log (ICS Form 214).

DEMOBILIZATION UNIT LEADER (ICS 221-4) - The Demobilization Unit Leader is responsible for developing the Incident Demobilization Plan. On large incidents, demobilization can be quite complex, requiring a separate planning activity. Note that not all agencies require specific demobilization instructions.

- a. Review Common Responsibilities (Page 1-2).
- b. Review Unit Leader Responsibilities (Page 1-2).
- c. Review incident resource records to determine the likely size and extent of demobilization effort.
- d. Based on above analysis, add additional personnel, workspace and supplies as needed.
- e. Coordinate demobilization with Agency Representatives.
- f. Monitor ongoing Operations Section resource needs.
- g. Identify surplus resources and probable release time.
- h. Develop incident checkout function for all units.
- i. Evaluate logistics and transportation capabilities to support demobilization.
- j. Establish communications with off-incident facilities, as necessary.
- k. Develop an Incident Demobilization Plan detailing specific responsibilities and release priorities and procedures.
- l. Prepare appropriate directories (e.g., maps, instructions, etc.) for inclusion in the demobilization plan.
- m. Distribute demobilization plan (on and off-site).
- n. Ensure that all Sections/Units understand their specific demobilization responsibilities.

- o. Supervise execution of the Incident Demobilization Plan.
- p. Brief Planning Section Chief on demobilization progress.
- q. Maintain Unit/Activity Log (ICS Form 214).

TECHNICAL SPECIALISTS (ICS 221-5) - Certain incidents or events may require the use of Technical Specialists who have specialized knowledge and expertise. Technical Specialists may function within the Planning Section, or be assigned wherever their services are required. Specific Technical Specialists have been identified (i.e. weather, fire behavior, etc.) and specific checklists are listed below or in the specific Operational System Description (i.e. US&R). For all other Technical Specialists not otherwise specified, use the checklist at the end of this section.

DAMAGE INSPECTION TECHNICAL SPECIALIST (ICS-221-5) - The Damage Inspection Technical Specialist is primarily responsible for inspecting damage and/or potential “at-risk” property, and natural resources. The Damage Inspection Technical Specialists usually function within the Planning Section and may be assigned to the Situation Unit or can be reassigned wherever their services are required. Damage inspection includes loss of environmental resources, infrastructure, transportation, structures, and other real/personal property.

- a. Review Common Responsibilities (Page 1-2)
- b. Establish communications with local government representatives of effective jurisdictions.
- c. Determine and order resources.
- d. Determine coordination procedures with other sections, units and local agencies.
- e. Establish work area, and obtain necessary supplies.
- f. Collect information pertaining to incident causes losses.
- g. Participate in Planning Section activities.
- h. Prepare documentation as required.
- i. Respond to requests for information from approved sources.
- j. Prepare final Situation Status Field Inspection Report (SSFIR), and forward to the Documentation Unit Leader.
- k. Maintain Unit/Activity Log (ICS Form 214).

ENVIRONMENTAL SPECIALIST – The Environmental Specialist is primarily responsible for accessing the potential impacts of an incident on the environment, determining environmental restrictions, recommending alternative strategies and priorities for addressing environmental concerns. The Environmental Specialist functions within the Planning Section as part of the Situation Unit.

- a. Review Common Responsibilities (Page 1-2).
- b. Participate in the development of the Incident Action Plan and review the general control objectives including alternative strategies.
- c. Collect and validate environmental information within the incident area by reviewing pre-attack land use and management plans.
- d. Determine environmental restrictions within the incident area.
- e. Develop suggested priorities for preservation of the environment.
- f. Provide environmental analysis information, as requested.

- g. Collect and transmit required records and logs to Documentation Unit at the end of each operational period.
- h. Maintain Unit/Activity Log (ICS Form 214).

FIRE BEHAVIOR SPECIALIST - The Fire Behavior Specialist is primarily responsible for establishing a weather data collection system, and to develop required fire behavior predictions based on fire history, fuel, weather, and topography information.

- a. Review Common Responsibilities (Page 1-2).
- b. Establish weather data requirements.
- c. Verify dispatch of meteorologist.
- d. Confirm that mobile weather station has arrived and is operational.
- e. Inform meteorologist of weather data requirements.
- f. Forward weather data to Planning Section Chief.
- g. Collect, review and compile fire history data.
- h. Collect, review and compile exposed fuel data.
- i. Collect, review and compile information about topography and fire barriers.
- j. Provide weather information and other pertinent information to Situation Unit Leader for inclusion in Incident Status Summary (ICS Form 209).
- k. Review completed Incident Status Summary report and Incident Action Plan.
- l. Prepare fire behavior prediction information at periodic intervals or upon request and forward to Planning Section Chief.
- m. Maintain Unit/Activity Log (ICS Form 214).

GEOGRAPHICAL INFORMATION SYSTEM SPECIALIST - A Technical Specialist - GIST is responsible for spatial information collection, display, analysis, and dissemination. The Technical Specialist GIS will provide Global Positioning System (GPS) support, integrate infrared data, and incorporate all relevant data to produce map products, statistical data for reports, and/or analyses. Technical Specialist - GIS usually functions within the Planning Section, or assigned wherever their services are required within the incident organization.

- a. Review Common Responsibilities (Page 1-2).
- b. Check in with the Check-In/Status Recorder.
- c. Obtain briefing from appropriate supervisor.
- d. Establish communication with local government representatives, of all affected jurisdictions, through the incident Liaison Officer.
- e. Determine and order resources needed.
- f. Determine coordination procedures with other sections, units, and local agencies.
- g. Establish work area, and acquire work materials.
- h. Obtain appropriate transportation and communications.
- i. Determine the availability of needed GIS support products.
- j. Participate in Planning Section activities.
- k. Prepare GIS products as determined by supervisor.
- l. Keep supervisor informed.
- m. Respond to requests from approved sources for additional GIS products.
- n. Prepare final GIS summary report consisting of all incident GIS products and forward to Documentation Unit Leader.
- o. Maintain Unit/Activity Log (ICS Form 214).

RESOURCE USE SPECIALIST – The Resource Use Specialist is primarily responsible for advising incident personnel on the specific capabilities, limitations of certain specialized response resources. In addition, the Resource Specialist can recommend strategies for use of these resources.

- a. Review Common Responsibilities (Page 1-2).
- b. Participate in the development of the Incident Action Plan and review general control objectives including alternative strategies as requested.
- c. Collect information on incident resources as needed.
- d. Respond to requests for information about limitations and capabilities of resources.
- e. Collect and transmit records and logs to Documentation Unit at the end of each operational period.
- f. Maintain Unit/Activity Log (ICS Form 214).

TRAINING SPECIALIST – The Training Specialist coordinates incident training opportunities and activities, ensuring the quality of the training assignments and completing documentation of the incident training. The Training Specialist organizes and implements the incident training program and analyzes and facilitates training assignments to fulfill individual development needs of trainees.

- a. Review Common Responsibilities (Page 1-2).
- b. Inform Planning Section Chief of planned use of trainees.
- c. Review trainee assignments and modify if appropriate.
- d. Coordinate the assignments of trainees to incident positions with Resources Unit.
- e. Brief trainees and trainers on training assignments and objectives.
- f. Coordinate use of unassigned trainees.
- g. Make follow-up contacts on the job to provide assistance and advice for trainees to meet training objectives as appropriate and with approval of unit leaders.
- h. Ensure trainees receive performance evaluation.
- i. Monitor operational procedures and evaluate training needs.
- j. Respond to requests for information concerning training activities.
- k. Give Training Specialist records and logs to Documentation Unit at the end of each operational period.
- l. Maintain Unit/Activity Log (ICS Form 214).

WATER RESOURCE SPECIALIST – The Water Resource Specialist is primarily responsible to advise incident personnel on the sources of fire suppression water, the capabilities of the water sources, and to assist in the development of additional systems or system capability to meet incident demands.

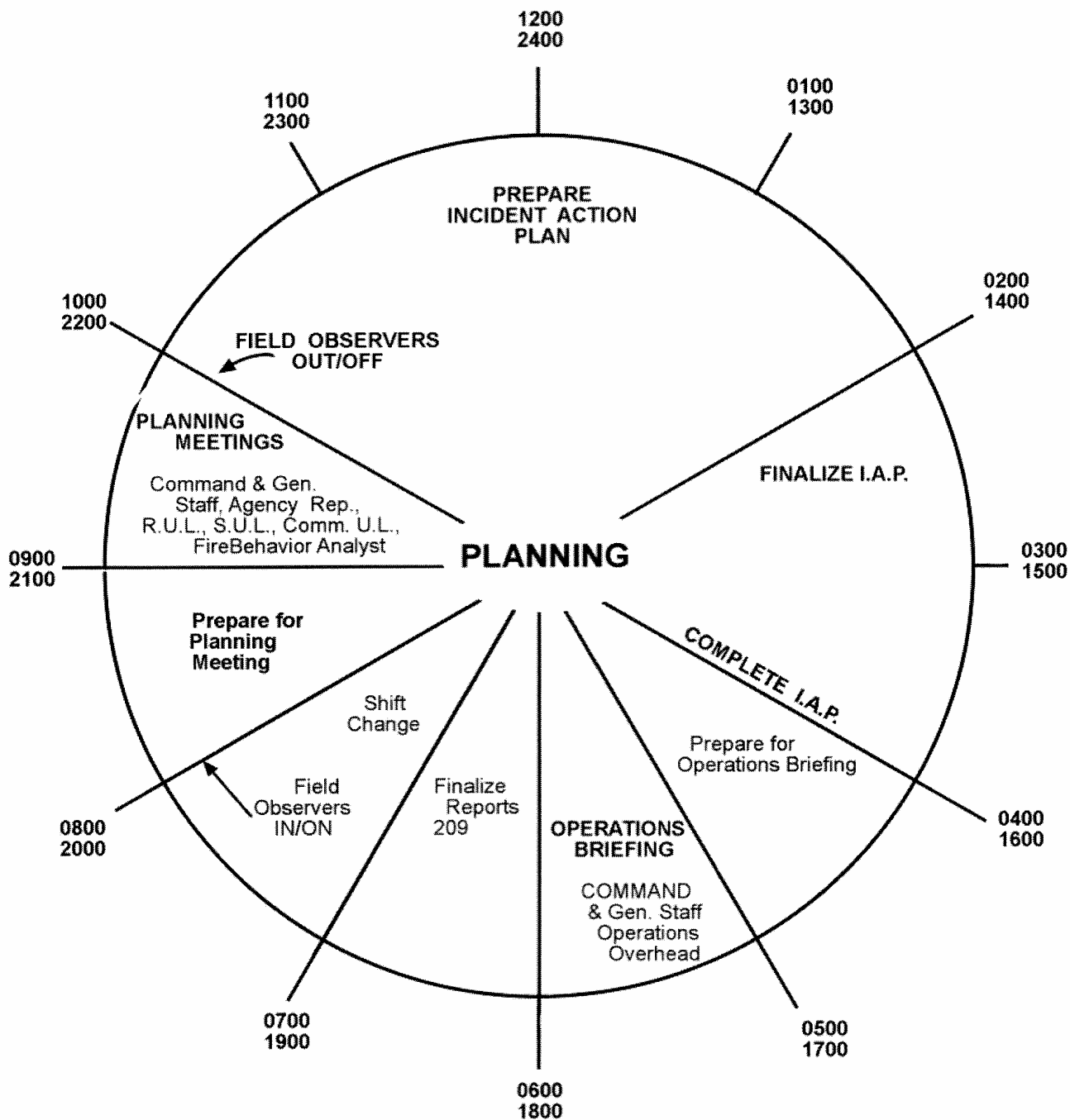
- a. Review Common Responsibilities (Page 1-2).
- b. Participate in the development of the Incident Action Plan and review general control objectives, including alternative strategies presently in effect.
- c. Collect and validate water resource information within the incident area.
- d. Prepare information on available water resources.
- e. Establish water requirements needed to support fire suppression actions.

- f. Compare Incident Control Objectives as stated in the Plan, with available water resources and report inadequacies or problems to Planning Section Chief.
- g. Participate in the preparation of Incident Action Plan when requested.
- h. Respond to requests for water information.
- i. Collect and transmit records and logs to Documentation Unit at the end of each operational period.
- j. Maintain Unit/Activity Log (ICS Form 214).

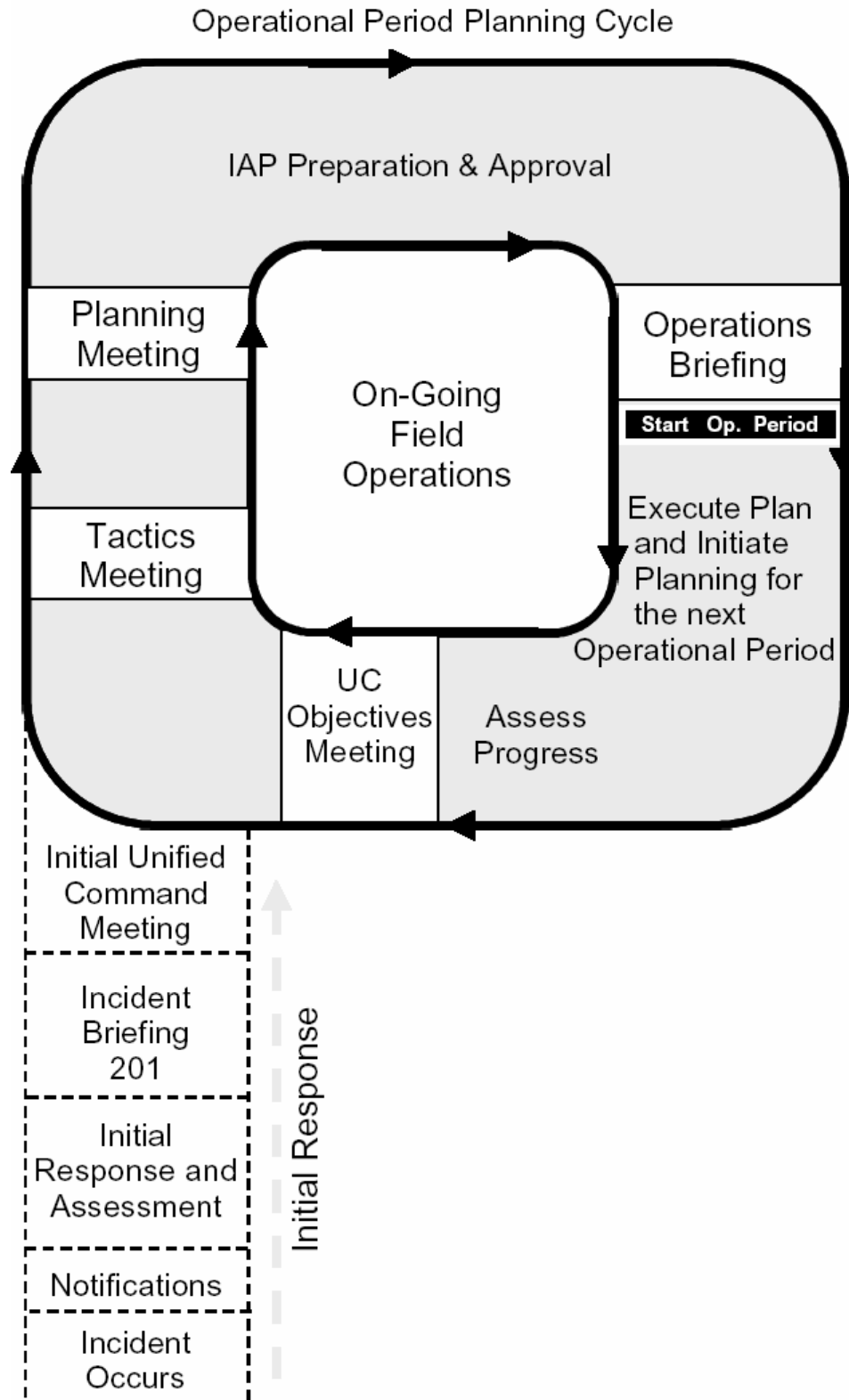
TECHNICAL SPECIALISTS (NOT OTHERWISE SPECIFIED)

- a. Review Common Responsibilities (Page 1-2).
- b. Check in with the Check-In/Status Recorder.
- c. Obtain briefing from supervisor.
- d. Obtain personal protective equipment as appropriate.
- e. Determine coordination procedures with other sections, units, and local agencies.
- f. Establish work area and acquire work materials.
- g. Participate in the development of the Incident Action Plan and review the general control objectives including alternative strategies as appropriate.
- h. Obtain appropriate transportation and communications.
- i. Keep supervisor informed.
- j. Maintain Unit/Activity Log (ICS Form 214).

Planning Section Planning Cycle Guide



Example Based on 12-Hour Operational Period



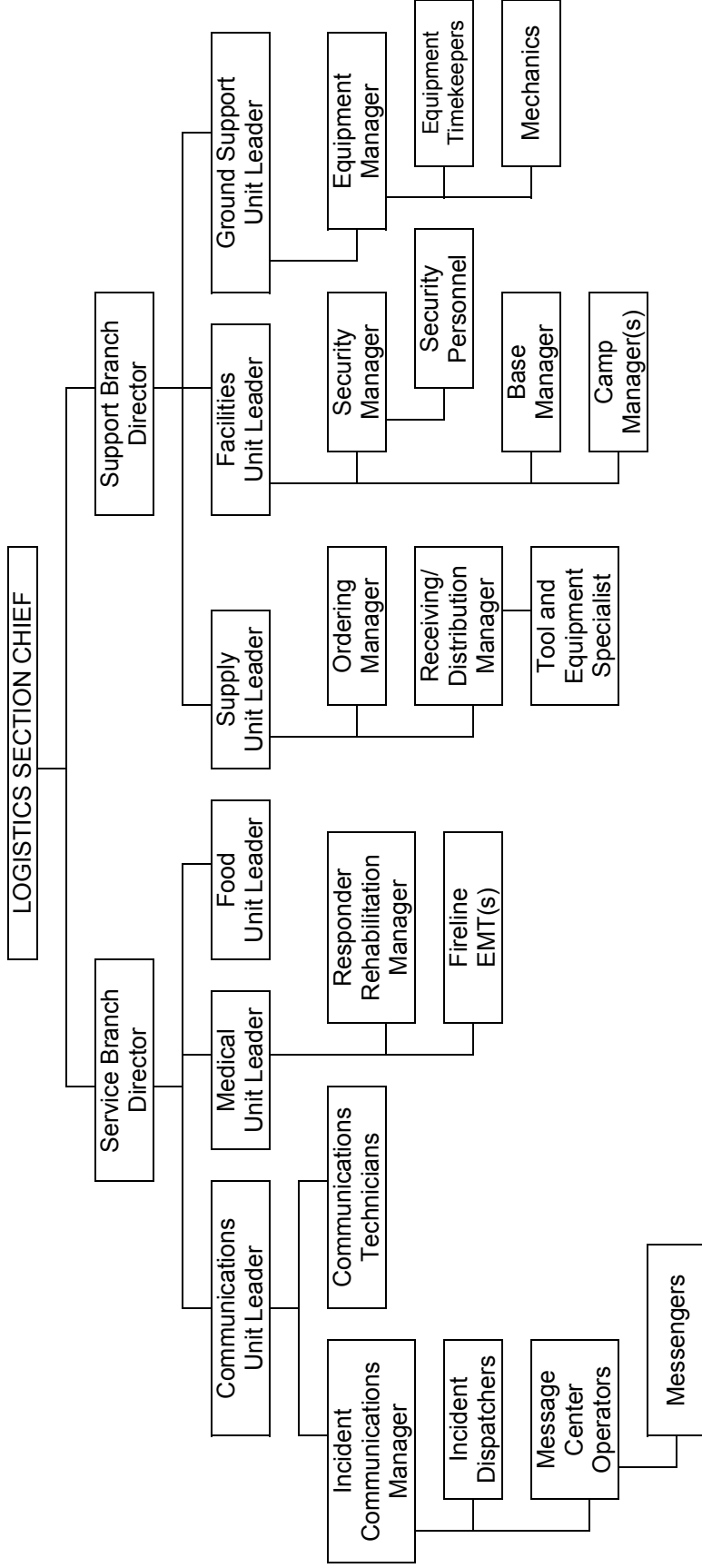
Planning “P”: Planning Process Alternative – U.S. Coast Guard Model

CHAPTER 9

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ORGANIZATION CHART



POSITION CHECKLISTS

LOGISTICS SECTION CHIEF (ICS 223-1) - The Logistics Section Chief, a member of the General Staff, is responsible for providing facilities, services, and material in support of the incident. The Section Chief participates in development and implementation of the Incident Action Plan, activates and supervises assigned Branches/Units, and is responsible for the safety and welfare of Logistics Section personnel.

- a. Review Common Responsibilities (Page 1-2).
- b. Plan organization of Logistics Section.
- c. Assign work locations and preliminary work tasks to Section personnel.
- d. Notify Resources Unit of Logistics Section units activated including names and locations of assigned personnel.
- e. Assemble and brief Branch Directors and Unit Leaders.
- f. Participate in preparation of Incident Action Plan.
- g. Identify service and support requirements for planned and expected operations.
- h. Provide input to and review Communications Plan, Medical Plan and Traffic Plan.
- i. Coordinate and process requests for additional resources.
- j. Review Incident Action Plan and estimate Section needs for next operational period.
- k. Advise on current service and support capabilities.
- l. Prepare service and support elements of the Incident Action Plan.
- m. Estimate future service and support requirements.
- n. Receive Demobilization Plan from Planning Section.
- o. Recommend release of unit resources in conformity with Demobilization Plan.
- p. Ensure general welfare and safety of Logistics Section personnel.
- q. Maintain Unit/Activity Log (ICS Form 214).

SERVICE BRANCH DIRECTOR (ICS 223-6) - The Service Branch Director, when activated, is under the supervision of the Logistics Section Chief, and is responsible for the management of all service activities at the incident. The Branch Director supervises the operations of the Communications, Medical and Food Units.

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain working materials.
- c. Determine level of service required to support operations.
- d. Confirm dispatch of Branch personnel.
- e. Participate in planning meetings of Logistics Section personnel.
- f. Review Incident Action Plan.
- g. Organize and prepare assignments for Service Branch personnel.
- h. Coordinate activities of Branch Units.
- i. Inform Logistics Chief of Branch activities.
- j. Resolve Service Branch problems.
- k. Maintain Unit/Activity Log (ICS Form 214).

COMMUNICATIONS UNIT LEADER (ICS 223-5) - The Communications Unit Leader, under the direction of the Service Branch Director or Logistics Section Chief, is responsible for developing plans for the effective use of incident communications equipment and facilities; installing and testing of communications equipment; supervision of the Incident Communications Center; distribution of communications equipment to incident personnel; and the maintenance and repair of communications equipment.

- a. Review Common Responsibilities (Page 1-2).
- b. Review Unit Leader Responsibilities (Page 1-2).
- c. Determine unit personnel needs.
- d. Prepare and implement the Incident Radio Communications Plan (ICS Form 205).
- e. Ensure the Incident Communications Center and Message Center are established.
- f. Establish appropriate communications distribution/maintenance locations within Base/Camp(s).
- g. Ensure communications systems are installed and tested.
- h. Ensure an equipment accountability system is established.
- i. Ensure personal portable radio equipment from cache is distributed per Incident Radio Communications Plan.
- j. Provide technical information as required.
- k. Supervise Communications Unit activities.
- l. Maintain records on all communications equipment as appropriate.
- m. Ensure equipment is tested and repaired.
- n. Recover equipment from relieved or released units.
- o. Maintain Unit/Activity Log (ICS Form 214).

INCIDENT COMMUNICATIONS MANAGER - The Incident Communications Manager (including Incident Dispatcher) is responsible to receive and transmit radio and telephone messages among and between personnel and to provide dispatch services at the incident.

- a. Review Common Responsibilities (Page 1-2).
- b. Ensure adequate staffing (Incident Communications Manager).
- c. Obtain and review Incident Action Plan to determine incident organization and Incident Radio Communications Plan.
- d. Set up Incident Radio Communications Center - check out equipment.
- e. Request service on any inoperable or marginal equipment.
- f. Set up Message Center location as required.
- g. Receive and transmit messages within and external to incident.
- h. Maintain General Messages files.
- i. Maintain a record of unusual incident occurrences.
- j. Provide briefing to relief on current activities, equipment status, and any unusual communications situations.
- k. Turn in appropriate documents to Incident Communications Manager or Communications Unit Leader.
- l. Demobilize Communications Center in accordance with Incident Demobilization Plan.
- m. Maintain Unit/Activity Log (ICS Form 214).

MEDICAL UNIT LEADER (ICS 223-7) - The Medical Unit Leader, under the direction of the Service Branch Director or Logistics Section Chief, is primarily responsible for the development of the Medical Plan, obtaining medical aid and transportation for injured and ill incident personnel, establishment of responder rehabilitation and preparation of reports and records.

- a. Review Common Responsibilities (Page 1-2).
- b. Review Unit Leader Responsibilities (Page 1-2).
- c. Participate in Logistics Section/Service Branch planning activities.
- d. Establish and staff Medical Unit.
- e. Establish Responder Rehabilitation.
- f. Prepare the Medical Plan (ICS Form 206).
- g. Prepare procedures for major medical emergency.
- h. Declare major medical emergency as appropriate.
- i. Respond to requests for medical aid, medical transportation, and medical supplies.
- j. Prepare and submit necessary documentation.
- k. Maintain Unit/Activity Log (ICS Form 214).

RESPONDER REHABILITATION MANAGER – The Responder Rehabilitation Manager reports to the Medical Unit Leader and is responsible for the rehabilitation of incident personnel who are suffering from the effects of strenuous work and/or extreme conditions.

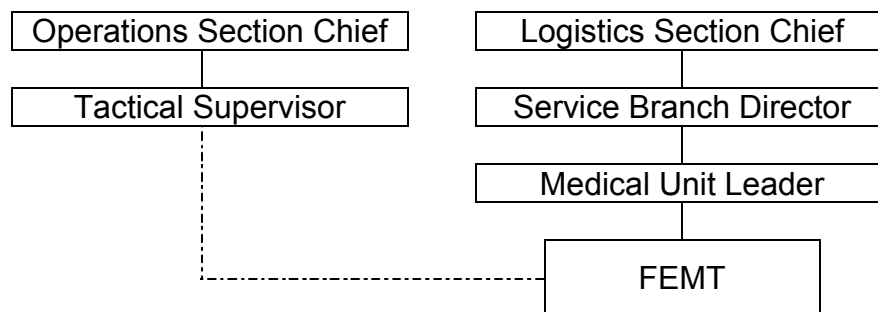
- a. Review Common Responsibilities (Page 1-2).
- b. Designate responder rehabilitation location and have location announced on radio with radio designation “Rehab.”
- c. Request necessary medical personnel to evaluate medical condition of personnel being rehabilitated.
- d. Request necessary resources for rehabilitation of personnel, e.g., water, juice, personnel.
- e. Request through Food Unit or Logistics Section Chief feeding as necessary for personnel being rehabilitated.
- f. Release rehabilitated personnel to Operations Section or Planning Section for reassignment.
- g. Maintain appropriate records and documentation.
- h. Maintain Unit/Activity Log (ICS Form 214).

FIRELINE EMERGENCY MEDICAL TECHNICIAN (ICS 223-10) – The Fireline Emergency Medical Technician (FEMT) provides emergency medical care to personnel operating on the fireline. The FEMT initially reports to the Medical Unit Leader, if established, or the Logistics Section Chief. The FEMT must establish and maintain liaison with, and respond to requests from the Operations Section personnel to whom they are subsequently assigned.

The checklist presented below should be considered as a minimum requirement for the position. Users of this manual may augment these lists as necessary. Note that some of the activities are one-time actions while others are ongoing for the duration of an incident.

- a. Review Common Responsibilities (Page 1-2).
- b. Check in and obtain briefing from the Logistics Section Chief, or the Medical Unit Leader if established. Briefing will include current incident situation, anticipated medical needs, and required local medical protocol including documentation.
- c. Receive assignment and assess current situation.
- d. Anticipate needs and obtain medical supplies from the incident.
- e. Secure copies of local emergency medical service forms/paperwork if available.
- f. Secure/check-out portable radio with all incident frequencies.
- g. Obtain a copy of the Incident Action Plan (IAP) and review the Medical Plan (ICS Form 206).
- h. Identify and contact assigned tactical supervisor and confirm your travel route, transportation and ETA prior to leaving your check-in location.
- i. Meet with assigned tactical supervisor and obtain briefing.
- j. Obtain briefing from the FEMT you are relieving, if applicable.
- k. Upon arrival at your assigned location, perform a radio check with your assigned tactical supervisor, incident Communications Unit and the Medical Unit, if established.
- l. Maintain ongoing contact and interaction with personnel on your assignment to assess medical needs and provide assistance when needed.
- m. Make requests for transportation of ill and injured personnel, through channels, as outlined in the Medical Plan (ICS Form 206).
- n. Make notifications of incident related illnesses and injuries as outlined in the Medical Plan (ICS Form 206).
- o. At the conclusion of each shift advise your tactical supervisor that you are departing and will report to the Medical Unit Leader for debriefing and submission of patient care documentation.
- p. Secure operations and demobilize as outlined in the Demobilization Plan.
- q. Maintain Unit/Activity Log (ICS Form 214).

ORGANIZATION - The FEMT provides emergency medical care to personnel operating on the fireline. The FEMT initially reports to the Medical Unit Leader, if established, or the Logistics Section Chief. The FEMT must establish and maintain liaison with, and respond to requests from, the operations personnel to whom they are assigned. The FEMT is assigned as illustrated:



NOTE: The FEMT will be supervised by the tactical (line) supervisor while at the tactical location.

PERSONNEL – The FEMT shall be ordered at the discretion of the Incident Commander. The FEMT order will specify if the FEMT is required to arrive with or without equipment. The number of tactically assigned FEMT's will depend upon the complexity, duration, and hazards of the incident. The FEMT may be assigned as a single resource; however, they can be paired due to safety or workload considerations.

The FEMT must, at minimum, be currently certified/licensed as an Emergency Medical Technician (EMT-I). The FEMT may also be an EMT-II or Paramedic (EMT-P). All levels of EMT's may be ordered to fulfill the role of an FEMT and are permitted to function within their Scope of Practice regardless of jurisdictional or political boundaries.

MAJOR RESPONSIBILITIES AND PROCEDURES – The major responsibilities of the FEMT are stated below. Following each activity, the procedures for implementing the activity are listed.

- a. Obtain briefing from the Logistics Section Chief, or the Medical Unit Leader, if established. The briefing should provide the following:
 1. Current incident situation.
 2. Review the Medical Plan and receive priorities.
 3. Incident communications channels.
 4. Overview of the FEMT assignment and potential hazards to assigned line personnel.
 5. Anticipated incident medical needs.
 6. Local medical protocols to include documentation procedures.
- b. Receive assignment and assess current situation.
 1. Number of personnel in assigned area.
 2. Fire behavior, weather conditions, terrain, other natural hazards, and safety alerts.
- c. Anticipate needs and obtain medical supplies from the incident. Refer to Medical Supply List as a recommended minimum requirement.
- d. Secure copies of local emergency medical service forms/ paperwork as necessary. If not available use FEMT's jurisdictional agency EMS forms.
- e. Obtain a portable radio with all incident frequencies.
- f. Prior to each shift, obtain a copy of the Incident Action Plan (IAP) and review the Medical Plan (ICS Form 206).
- g. Identify and contact assigned tactical supervisor and confirm your travel route, transportation and ETA prior to leaving your check-in location.
- h. Meet with assigned tactical supervisor and obtain a briefing.
- i. Obtain a briefing from the FEMT you are relieving, if applicable.
- j. Upon arrival at your assigned location, perform a radio check with your assigned tactical supervisor, incident Communications Unit and the Medical Unit, if established.
- k. Maintain ongoing contact and interaction with personnel on your assignment to assess medical needs and provide assistance when needed.
- l. Make requests for transportation of ill and injured personnel, through channels, as outlined in the Medical Plan (ICS Form 206).
- m. Make notifications of incident related illnesses and injuries as outlined in the Medical Plan (ICS Form 206).

- n. At the conclusion of each shift, advise your tactical supervisor that you are departing and will report to the Medical Unit Leader for debriefing and submission of patient care documentation.
- o. Secure operations and demobilize as outlined in the Demobilization Plan.
- p. Maintain Unit/Activity Log (ICS Form 214).

DEFINITIONS

Licensure/Certification- Documentation certifying that one has met specific requirements. These requirements may be successfully passing a written examination, skills examination and/or peer review process.

Protocol- A medically accepted course of treatment for a defined medical emergency. A protocol must be within the rescuer's Scope of Practice.

Scope Of Practice – Laws, guidelines, and regulations defining the policies, procedures and responsibilities for a given group or practice. These are the authorized skills and procedures that an EMT-I, EMT-II or EMT-P may perform on a patient within scope of practice of their certifying authority.

EQUIPMENT

The FEMT shall respond with Personal Protective Equipment (PPE) appropriate for the assignment. The incident should provide medical supplies for the FEMT to meet or exceed the contents listed in ICS 223-10. The FEMT can be ordered with/without equipment.

FOOD UNIT LEADER (ICS 223-4) – The Food Unit Leader is responsible for supplying the food needs for the entire incident, including all remote locations (e.g., Camps, Staging Areas), as well as providing food for personnel unable to leave tactical field assignments.

- a. Review Common Responsibilities (Page 1-2).
- b. Review Unit Leader Responsibilities (Page 1-2).
- c. Determine food and water requirements.
- d. Determine method of feeding to best fit each facility or situation.
- e. Obtain necessary equipment and supplies and establish cooking facilities.
- f. Ensure that well-balanced menus are provided.
- g. Order sufficient food and potable water from the Supply Unit.
- h. Maintain an inventory of food and water.
- i. Maintain food service areas, ensuring that all appropriate health and safety measures are being followed.
- j. Supervise caterers, cooks, and other Food Unit personnel as appropriate.
- k. Maintain Unit/Activity Log (ICS Form 214).

SUPPORT BRANCH DIRECTOR (ICS 223-2) – The Support Branch Director, when activated, is under the direction of the Logistics Section Chief, and is responsible for development and implementation of logistics plans in support of the Incident Action Plan. The Support Branch Director supervises the operations of the Supply, Facilities and Ground Support Units.

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain work materials.
- c. Identify Support Branch personnel dispatched to the incident.
- d. Determine initial support operations in coordination with Logistics Section Chief and Service Branch Director.
- e. Prepare initial organization and assignments for support operations.
- f. Assemble and brief Support Branch personnel.
- g. Determine if assigned Branch resources are sufficient.
- h. Maintain surveillance of assigned units work progress and inform Section Chief of activities.
- i. Resolve problems associated with requests from Operations Section.
- j. Maintain Unit/Activity Log (ICS Form 214).

SUPPLY UNIT LEADER (ICS 223-9) – The Supply Unit Leader is primarily responsible for ordering personnel, equipment and supplies; receiving, and storing all supplies for the incident; maintaining an inventory of supplies; and servicing non-expendable supplies and equipment.

- a. Review Common Responsibilities (Page 1-2).
- b. Review Unit Leader Responsibilities (Page 1-2).
- c. Participate in Logistics Section/Support Branch planning activities.
- d. Determine the type and amount of supplies en route.
- e. Review Incident Action Plan for information on operations of the Supply Unit.
- f. Develop and implement safety and security requirements.
- g. Order, receive, distribute, and store supplies and equipment.
- h. Receive and respond to requests for personnel, supplies and equipment.
- i. Maintain inventory of supplies and equipment.
- j. Service reusable equipment.
- k. Submit reports to the Support Branch Director.
- l. Maintain Unit/Activity Log (ICS Form 214).

ORDERING MANAGER – The Ordering Manager is responsible for placing all orders for supplies and equipment for the incident. The Ordering Manager reports to the Supply Unit Leader.

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain necessary agency (ies) order forms.
- c. Establish ordering procedures.
- d. Establish name and telephone numbers of agency personnel receiving orders.
- e. Set up filing system.
- f. Get names of incident personnel who have ordering authority.
- g. Check on what has already been ordered.
- h. Ensure order forms are filled out correctly.

- i. Place orders in a timely manner.
- j. Consolidate orders when possible.
- k. Identify times and locations for delivery of supplies and equipment.
- l. Keep Receiving and Distribution Manager informed of orders placed.
- m. Submit all ordering documents to Documentation Control Unit through Supply Unit Leader before demobilization.
- n. Maintain Unit/Activity Log (ICS Form 214).

RECEIVING AND DISTRIBUTION MANAGER – The Receiving and Distribution Manager is responsible for receiving and distribution of all supplies and equipment (other than primary resources) and the service and repair of tools and equipment. The Receiving and Distribution Manager reports to the Supply Unit Leader.

- a. Review Common Responsibilities (Page 1-2).
- b. Order required personnel to operate supply area.
- c. Organize physical layout of supply area.
- d. Establish procedures for operating supply area.
- e. Set up filing system for receiving and distribution of supplies and equipment.
- f. Maintain inventory of supplies and equipment.
- g. Develop security requirement for supply area.
- h. Establish procedures for receiving supplies and equipment.
- i. Submit necessary reports to Supply Unit Leader.
- j. Notify Ordering Manager of supplies and equipment received.
- k. Provide necessary supply records to Supply Unit Leader.
- l. Maintain Unit/Activity Log (ICS Form 214).

TOOL AND EQUIPMENT SPECIALIST – The Tool and Equipment Specialist is responsible for sharpening, servicing and repair of all hand tools. The Tool and Equipment Specialist reports to the Receiving and Distribution Manager.

- a. Review Common Responsibilities (Page 1-2).
- b. Determine personnel requirements.
- c. Obtain necessary equipment and supplies.
- d. Set up tool storage and conditioning area.
- e. Establish tool inventory and accountability system.
- f. Maintain all tools in proper condition.
- g. Assemble tools for issuance each operational period per Incident Action Plan.
- h. Receive and recondition tools after each operational period.
- i. Ensure that all appropriate safety measures are taken in tool conditioning area.
- j. Maintain Unit/Activity Log (ICS Form 214).

FACILITIES UNIT LEADER (ICS 223-8) – The Facilities Unit Leader is primarily responsible for the layout and activation of incident facilities, e.g., Base, Camp(s) and Incident Command Post. The Unit provides sleeping and sanitation facilities for incident personnel and manages Base and Camp(s) operations. Each facility (Base, Camp) is assigned a manager who reports to the Facilities Unit Leader and is responsible for managing the operation of the facility. The basic functions or activities of the Base and Camp Managers are to provide security service, and general maintenance. The Facility Unit Leader reports to the Support Branch Director.

- a. Review Common Responsibilities (Page 1-2).
- b. Review Unit Leader Responsibilities (Page 1-2).
- c. Receive a copy of the Incident Action Plan.
- d. Participate in Logistics Section/Support Branch planning activities.
- e. Determine requirements for each facility.
- f. Prepare layouts of incident facilities.
- g. Notify unit leaders of facility layout.
- h. Activate incident facilities.
- i. Provide Base and Camp Managers.
- j. Provide sleeping facilities.
- k. Provide security services.
- l. Provide facility maintenance services-sanitation, lighting, clean up.
- m. Maintain Unit/Activity Log (ICS Form 214).

FACILITY MAINTENANCE SPECIALIST – The Facility Maintenance Specialist is responsible to ensure that proper sleeping and sanitation facilities are maintained, provide shower facilities, maintain lights and other electrical equipment, and maintain the Base, Camp and Incident Command Post facilities in a clean and orderly manner.

- a. Review Common Responsibilities (Page 1-2).
- b. Request required maintenance support personnel and assign duties.
- c. Obtain supplies, tools, and equipment.
- d. Supervise/perform assigned work activities.
- e. Ensure that all facilities are maintained in a safe condition.
- f. Disassemble temporary facilities when no longer required.
- g. Restore area to pre-incident condition.
- h. Maintain Unit/Activity Log (ICS Form 214).

SECURITY MANAGER –The Security Manager is responsible to provide safeguards needed to protect personnel and property from loss or damage.

- a. Review Common Responsibilities (Page 1-2).
- b. Establish contacts with local law enforcement agencies as required.
- c. Contact the Resource Use Specialist for crews or Agency Representatives to discuss any special custodial requirements that may affect operations.
- d. Request required personnel support to accomplish work assignments.
- e. Ensure that support personnel are qualified to manage security problems.
- f. Develop Security Plan for incident facilities.
- g. Adjust Security Plan for personnel and equipment changes and releases.
- h. Coordinate security activities with appropriate incident personnel.
- i. Keep the peace, prevent assaults, and settle disputes through coordination with Agency Representatives.
- j. Prevent theft of all government and personal property.
- k. Document all complaints and suspicious occurrences.
- l. Maintain Unit/Activity Log (ICS Form 214).

BASE MANAGER – The Base Manager is responsible to ensure that appropriate sanitation, security, and facility management services are conducted at the Base. The Base Manager duties include:

- a. Review Common Responsibilities (Page 1-2).
- b. Determine personnel support requirements.
- c. Obtain necessary equipment and supplies.
- d. Ensure that all facilities and equipment are set up and properly functioning.
- e. Supervise the establishment of sanitation, showers, and sleeping facilities.
- f. Make sleeping area assignments.
- g. Ensure that strict compliance is made with all applicable safety regulations.
- h. Ensure that all facility maintenance services are provided.
- i. Maintain Unit/Activity Log (ICS Form 214).

CAMP MANAGER – On large incidents, one or more Camps may be established by the General Staff to provide better support to operations. Camps may be in place several days or may be moved depending upon the nature of the incident. Functional unit activities performed at the Base may be performed at the Camp(s). These activities could include, Supply Unit, Medical Unit, Ground Support Unit, Food Unit, Communications Unit, as well as the Facilities Unit functions of facility maintenance and security. Camp Managers are responsible to provide non-technical coordination for all units operating within the Camp. The General Staff will determine units assigned to Camps. Personnel requirements for units at Camps will be determined by the parent unit based on kind and size of incident and expected duration of Camp operations.

- a. Review Common Responsibilities (Page 1-2).
- b. Determine personnel support requirements.
- c. Obtain necessary equipment and supplies.
- d. Ensure that all sanitation, shower and sleeping facilities are set up and properly functioning.
- e. Make sleeping arrangements.
- f. Provide direct supervision for all facility maintenance and security services at Camp.
- g. Ensure that strict compliance is made with all applicable safety regulations.
- h. Ensure that all Camp-to-Base communications are centrally coordinated.
- i. Ensure that all Camp-to-Base transportation scheduling is centrally coordinated.
- j. Provide overall coordination of all Camp activities to ensure that all assigned units operate effectively and cooperatively in meeting incident objectives.
- k. Maintain Unit/Activity Log (ICS Form 214).

GROUND SUPPORT UNIT LEADER (ICS 223-3) – The Ground Support Unit Leader is primarily responsible for support of out-of-service resources; transportation of personnel, supplies, food, and equipment; fueling, service, maintenance, and repair of vehicles and other ground support equipment; and development and implementation of the Incident Traffic Plan.

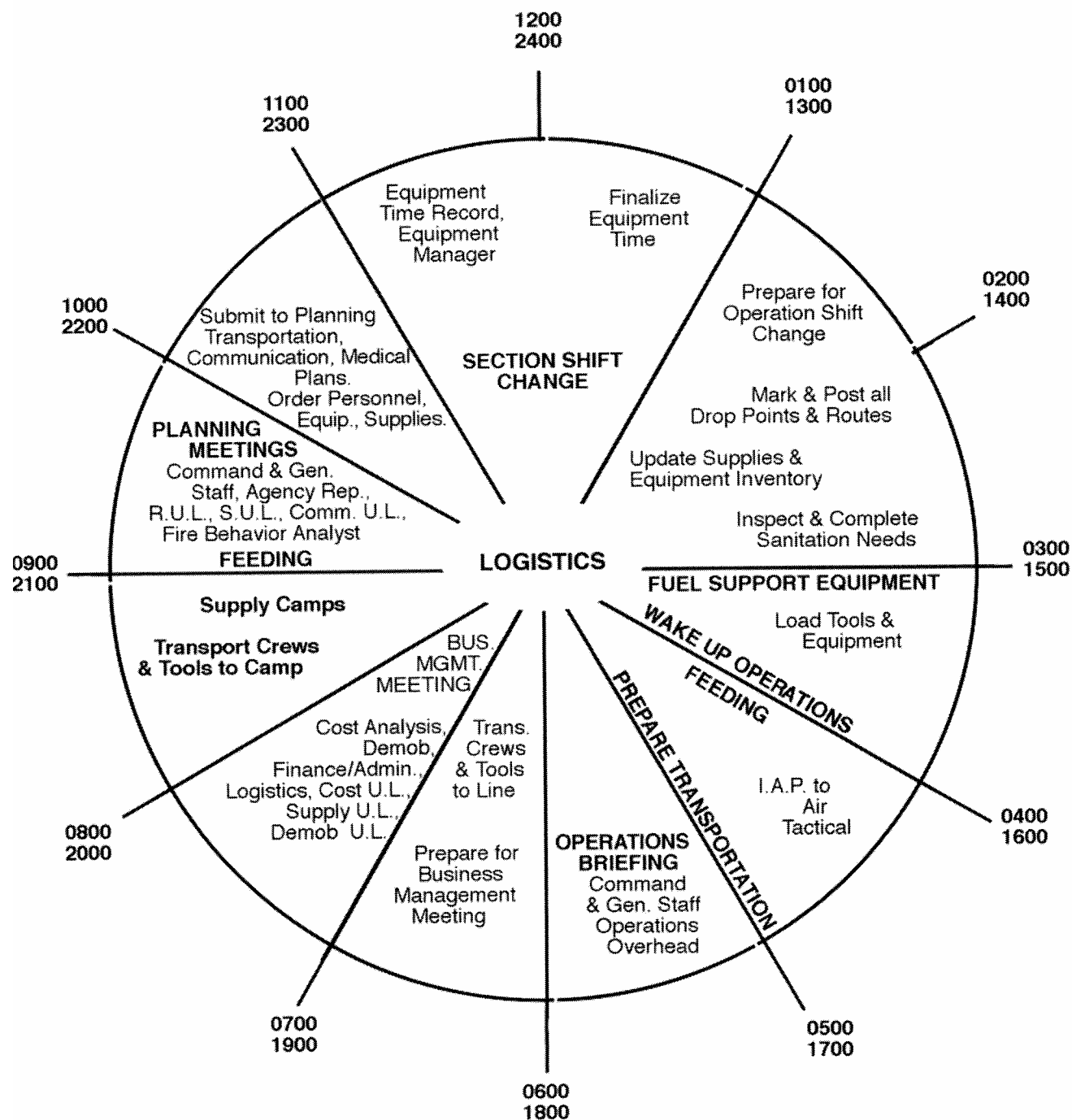
- a. Review Common Responsibilities (Page 1-2).
- b. Review Unit Leader Responsibilities (Page 1-2).
- c. Participate in Support Branch/Logistics Section planning activities.
- d. Develop and implement Traffic Plan.

- e. Support out-of-service resources.
- f. Notify Resources Unit of all status changes on support and transportation vehicles.
- g. Arrange for and activate fueling, maintenance, and repair of ground resources.
- h. Maintain inventory of support and transportation vehicles (ICS Form 218).
- i. Provide transportation services.
- j. Collect use information on rented equipment.
- k. Requisition maintenance and repair supplies (e.g., fuel, spare parts).
- l. Maintain incident roads.
- m. Submit reports to Support Branch Director as directed.
- n. Maintain Unit/Activity Log (ICS Form 214).

EQUIPMENT MANAGER – The Equipment Manager provides service, repair and fuel for all apparatus and equipment; provides transportation and support vehicle services; and maintains records of equipment use and service provided.

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain Incident Action Plan to determine locations for assigned resources, Staging Area locations, and fueling and service requirements for all resources.
- c. Obtain necessary equipment and supplies.
- d. Provide maintenance and fueling according to schedule.
- e. Prepare schedules to maximize use of available transportation.
- f. Provide transportation and support vehicles for incident use.
- g. Coordinate with Agency Representatives on service and repair policies as required.
- h. Inspect equipment condition and ensure coverage by equipment agreement.
- i. Determine supplies (e.g., gasoline, diesel, oil and parts needed to maintain equipment in efficient operating condition), and place orders with Supply Unit.
- j. Maintain Support Vehicle Inventory (ICS Form 218).
- k. Maintain equipment rental records.
- l. Maintain equipment service and use records.
- m. Check all service repair areas to ensure that all appropriate safety measures are being taken.
- n. Maintain Unit/Activity Log (ICS Form 214).

Logistics Section Planning Cycle Guide

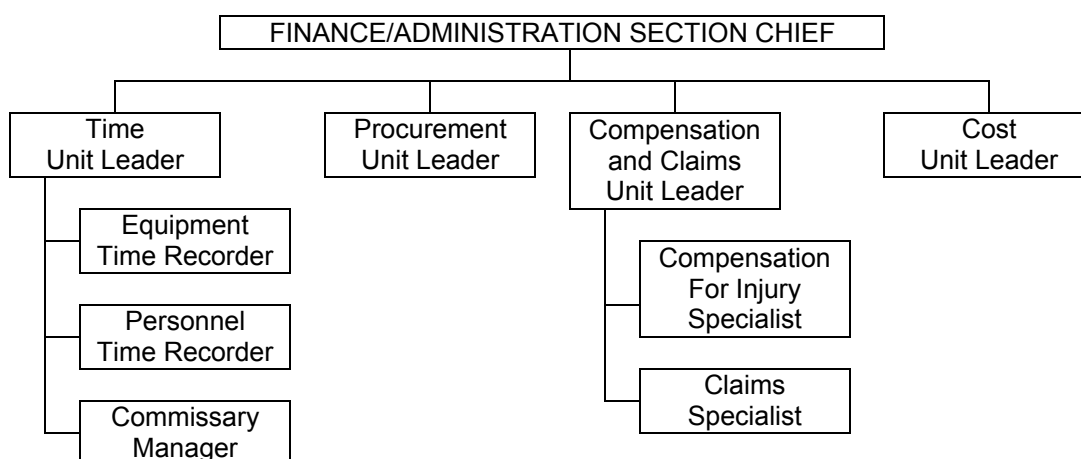


Example Based on 12-Hour Operational Period

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ORGANIZATION CHART



POSITION CHECKLISTS

FINANCE/ADMINISTRATION SECTION CHIEF (224-1) – The Finance/Administration Section Chief is responsible for all financial, administrative, and cost analysis aspects of the incident and for supervising members of the Finance/Administration Section.

- a. Review Common Responsibilities (Page 1-2).
- b. Manage all financial aspects of an incident.
- c. Provide financial and cost analysis information as requested.
- d. Gather pertinent information from briefings with responsible agencies.
- e. Develop an operating plan for the Finance/Administration Section; fill supply and support needs.
- f. Determine need to set up and operate an incident commissary.
- g. Meet with Assisting and Cooperating Agency Representatives as needed.
- h. Maintain daily contact with agency (ies) administrative headquarters on
- i. Finance/Administration matters.
- j. Ensure that all personnel time records are accurately completed and transmitted to home agencies, according to policy.
- k. Provide financial input to demobilization planning.
- l. Ensure that all obligation documents initiated at the incident are properly prepared and completed.
- m. Brief agency administrative personnel on all incident-related financial issues needing attention or follow-up prior to leaving incident.
- n. Maintain Unit/Activity Log (ICS Form 214).

TIME UNIT LEADER (224-2) – The Time Unit Leader is responsible for equipment and personnel time recording and for managing the commissary operations.

- a. Review Common Responsibilities (Page 1-2).
- b. Review Unit Leader Responsibilities (Page 1-2).

- c. Determine incident requirements for time recording function.
- d. Contact appropriate agency personnel/representatives.
- e. Ensure that daily personnel time recording documents are prepared and in compliance with agency (ies) policy.
- f. Maintain separate logs for overtime hours.
- g. Establish commissary operation on larger or long-term incidents as needed.
- h. Submit cost estimate data forms to Cost Unit as required.
- i. Maintain records security.
- j. Ensure that all records are current and complete prior to demobilization.
- k. Release time reports from assisting agency personnel to the respective Agency Representatives prior to demobilization.
- l. Brief Finance/Administration Section Chief on current problems and recommendations, outstanding issues, and follow-up requirements.
- m. Maintain Unit/Activity Log (ICS Form 214).

EQUIPMENT TIME RECORDER – Under supervision of the Time Unit Leader, Equipment Time Recorder is responsible for overseeing the recording of time for all equipment assigned to an incident.

- a. Review Common Responsibilities (Page 1-2).
- b. Set up Equipment Time Recorder function in location designated by Time Unit Leader.
- c. Advise Ground Support Unit, Facilities Unit, and Air Support Group of the requirement to establish and maintain a file for maintaining a daily record of equipment time.
- d. Assist units in establishing a system for collecting equipment time reports.
- e. Post all equipment time tickets within four hours after the end of each operational period.
- f. Prepare a use and summary invoice for equipment (as required) within twelve (12) hours after equipment arrival at incident.
- g. Submit data to Time Unit Leader for cost effectiveness analysis.
- h. Maintain current posting on all charges or credits for fuel, parts, services and commissary.
- i. Verify all time data and deductions with owner/operator of equipment.
- j. Complete all forms according to agency specifications.
- k. Close out forms prior to demobilization.
- l. Distribute copies per agency and incident policy.
- m. Maintain Unit/Activity Log (ICS Form 214).

PERSONNEL TIME RECORDER - Under supervision of the Time Unit Leader, Personnel Time Recorder is responsible for overseeing the recording of time for all personnel assigned to an incident.

- a. Review Common Responsibilities (Page 1-2).
- b. Establish and maintain a file for employee time reports within the first operational period.
- c. Initiate, gather, or update a time report from all applicable personnel assigned to the incident for each operational period.
- d. Ensure that all employee identification information is verified to be correct on the time report.
- e. Post personnel travel and work hours, transfers, promotions, specific pay provisions and terminations to personnel time documents.

- f. Post all commissary issues to personnel time documents.
- g. Ensure that time reports are signed.
- h. Close out time documents prior to personnel leaving the incident.
- i. Distribute all time documents according to agency policy.
- j. Maintain a log of excessive hours worked and give to Time Unit Leader daily.
- k. Maintain Unit/Activity Log (ICS Form 214).

COMMISSARY MANAGER – Under the supervision of the Time Unit Leader, Commissary Manager is responsible for commissary operations and security.

- a. Review Common Responsibilities (Page 1-2).
- b. Set up and provide commissary operation to meet incident needs.
- c. Establish and maintain adequate security for commissary.
- d. Request commissary stock through Supply Unit Leader.
- e. Maintain complete record of commissary stock including invoices for material received, issuance records, transfer records and closing inventories.
- f. Maintain commissary issue record by crews and submit records to Time Recorder during or at the end of each operational period.
- g. Use proper agency forms for all record keeping.
- h. Complete forms according to agency specification.
- i. Ensure that all records are closed out and commissary stock is inventoried and returned to Supply Unit prior to demobilization.
- j. Maintain Unit/Activity Log (ICS Form 214).

PROCUREMENT UNIT LEADER (ICS 224-5) – The Procurement Unit Leader is responsible for administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements.

- a. Review Common Responsibilities (Page 1-2).
- b. Review Unit Leader Responsibilities (Page 1-2).
- c. Review incident needs and any special procedures with Unit Leaders, as needed.
- d. Coordinate with local jurisdiction on plans and supply sources.
- e. Obtain Incident Procurement Plan.
- f. Prepare and authorize contracts and land use agreements.
- g. Draft memorandum of understanding.
- h. Establish contracts and agreements with supply vendors.
- i. Provide for coordination between the Ordering Manager, agency dispatch, and all other procurement organizations supporting the incident.
- j. Ensure that a system is in place that meets agency property management requirements. Ensure proper accounting for all new property.
- k. Interpret contracts and agreements; resolve disputes within delegated authority.
- l. Coordinate with Compensation/Claims Unit for processing claims.
- m. Coordinate use of impress funds as required.
- n. Complete final processing of contracts and send documents for payment.
- o. Coordinate cost data in contracts with Cost Unit Leader.
- p. Brief Finance/Administration Section Chief on current problems and recommendations, outstanding issues, and follow-up requirements.
- q. Maintain Unit/Activity Log (ICS Form 214).

COMPENSATION/CLAIMS UNIT LEADER (ICS 224-4) – The Compensation/Claims Unit Leader is responsible for the overall management and direction of all administrative matters pertaining to compensation for injury and claims-related activities (other than injury) for an incident.

- a. Review Common Responsibilities (Page 1-2).
- b. Review Unit Leader Responsibilities (Page 1-2).
- c. Establish contact with incident Safety Officer and Liaison Officer, or Agency Representatives if no Liaison Officer is assigned.
- d. Determine the need for Compensation for Injury and Claims Specialists and order personnel as needed.
- e. Establish a Compensation for Injury work area within or as close as possible to the Medical Unit.
- f. Review Incident Medical Plan.
- g. Review procedures for handling claims with Procurement Unit.
- h. Periodically review logs and forms produced by Compensation/Claims Specialists to ensure compliance with agency requirements and policies.
- i. Ensure that all Compensation for Injury and Claims logs and forms are complete and routed to the appropriate agency for post-incident processing prior to demobilization.
- j. Maintain Unit/Activity Log (ICS Form 214).

COMPENSATION FOR INJURY SPECIALIST – Under the supervision of the Compensation/Claims Unit Leader, the Compensation For Injury Specialist is responsible for administering financial matters resulting from serious injuries and fatalities occurring on an incident. Close coordination is required with the Medical Unit.

- a. Review Common Responsibilities (Page 1-2).
- b. Collocate Compensation for Injury operations with those of the Medical Unit when possible.
- c. Establish procedure with Medical Unit Leader on prompt notification of injuries or fatalities.
- d. Obtain copy of Incident Medical Plan (ICS Form 206).
- e. Provide written authority for persons requiring medical treatment.
- f. Ensure that correct agency forms are being used.
- g. Provide correct billing forms for transmittal to doctor and/or hospital.
- h. Monitors and reports on status of hospitalized personnel.
- i. Obtain all witness statements from Safety Officer and/or Medical Unit and review for completeness.
- j. Maintain log of all injuries occurring on incident.
- k. Coordinate/handle all administrative paperwork on serious injuries or fatalities.
- l. Coordinate with appropriate agency (ies) to assume responsibility for injured personnel in local hospitals prior to demobilization.
- m. Maintain Unit/Activity Log (ICS Form 214).

CLAIMS SPECIALIST – Under the supervision of the Compensation/Claims Unit Leader, the Claims Specialist is responsible for managing all claims-related activities (other than injury) for an incident.

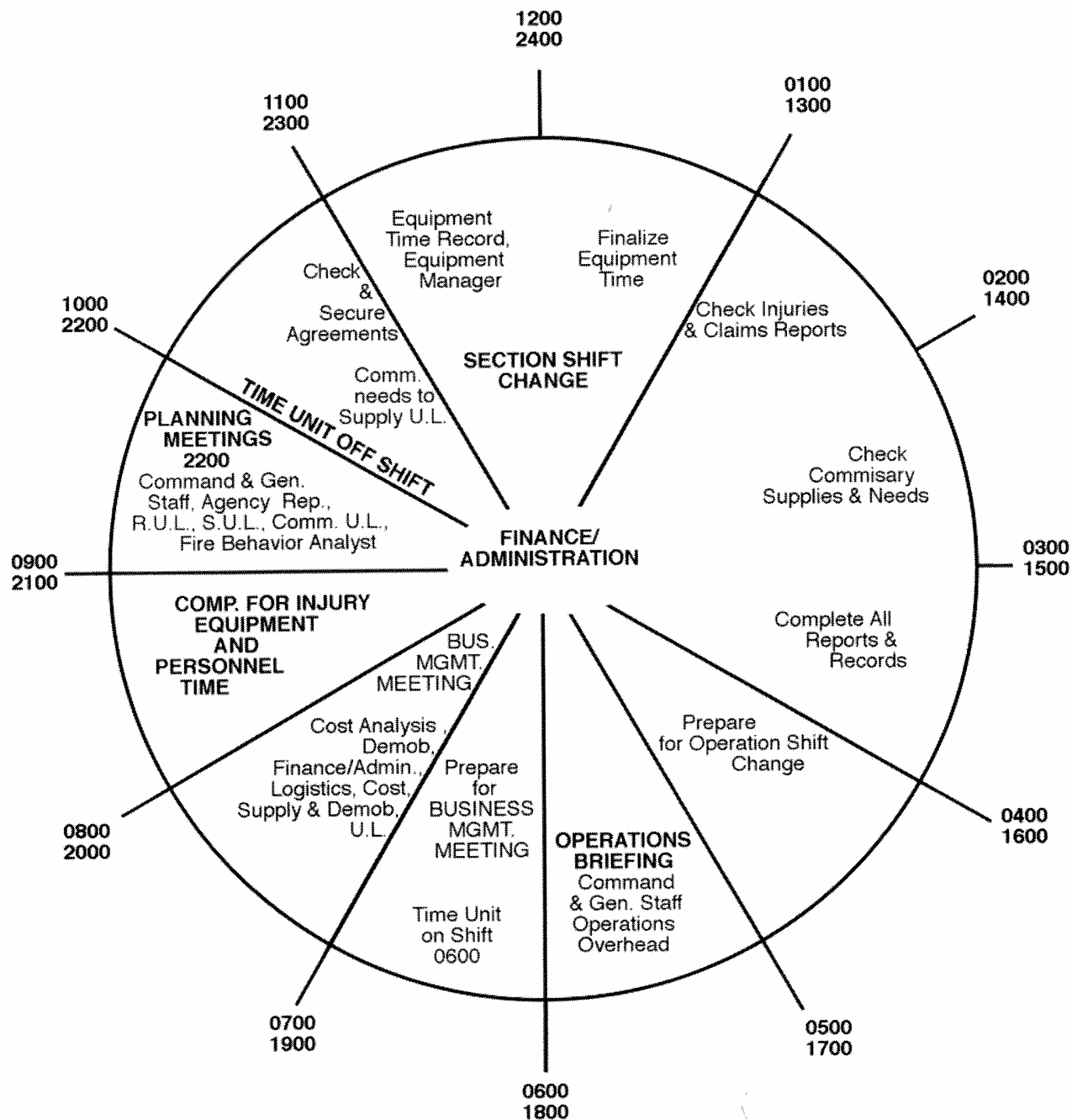
- a. Review Common Responsibilities (Page 1-2).
- b. Develop and maintain a log of potential claims.

- c. Coordinate claims prevention plan with applicable incident functions.
- d. Initiate investigation on all claims other than personnel injury.
- e. Ensure that site and property involved in investigation are protected.
- f. Coordinate with investigation team as necessary.
- g. Obtain witness statements pertaining to claims other than personnel injury.
- h. Document any incomplete investigations.
- i. Document follow-up action needs by local agency.
- j. Keep the Compensation/Claims Unit Leader advised on nature and status of all existing and potential claims.
- k. Ensure use of correct agency forms.
- l. Maintain Unit/Activity Log (ICS Form 214).

COST UNIT LEADER (ICS 224-3) – The Cost Unit Leader is responsible for collecting all cost data, performing cost effectiveness analyses, and providing cost estimates and cost saving recommendations for the incident.

- a. Review Common Responsibilities (Page 1-2).
- b. Review Unit Leader Responsibilities (Page 1-2).
- c. Coordinate with agency headquarters on cost reporting procedures.
- d. Collect and record all cost data.
- e. Develop incident cost summaries.
- f. Prepare resources-use cost estimates for the Planning Section.
- g. Make cost-saving recommendations to the Finance/Administration Section Chief.
- h. Complete all records prior to demobilization.
- i. Maintain Unit/Activity Log (ICS Form 214).

Finance/Administration Section Planning Cycle Guide



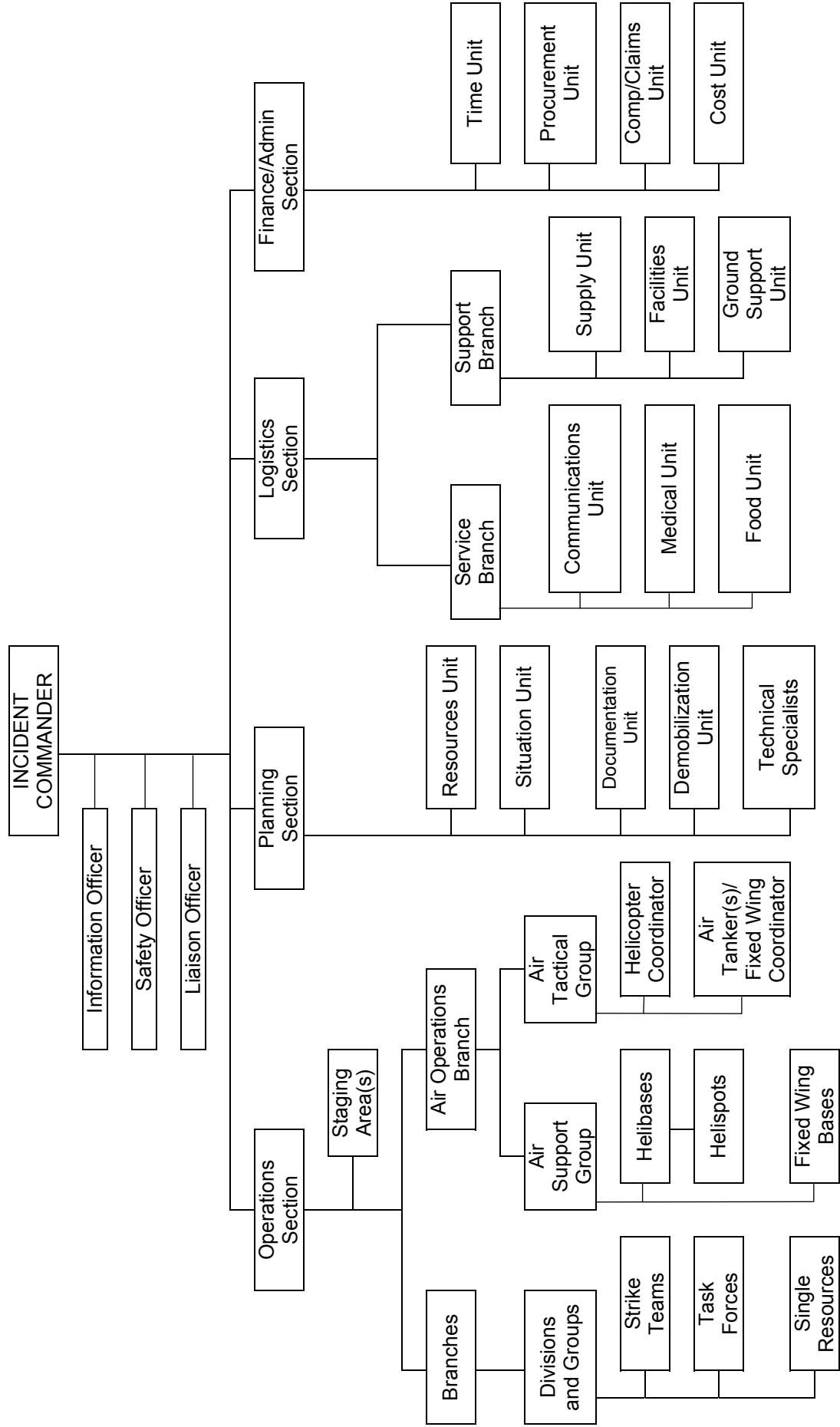
Example Based on 12-Hour Operational Period

CHAPTER 11

ORGANIZATIONAL GUIDES

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FULLY ACTIVATED INCIDENT COMMAND SYSTEM ORGANIZATION CHART



WILDLAND FIRE ORGANIZATIONAL DEVELOPMENT

INTRODUCTION

The following series of organizational charts depict examples of how the Incident Command System can be used on fires involving wildland (grass, brush, timber fuels). The charts show examples of ICS organizations for initial attack fires through incidents that grow to such size as to require very large organizational structures to manage the personnel and equipment assigned to these incidents.

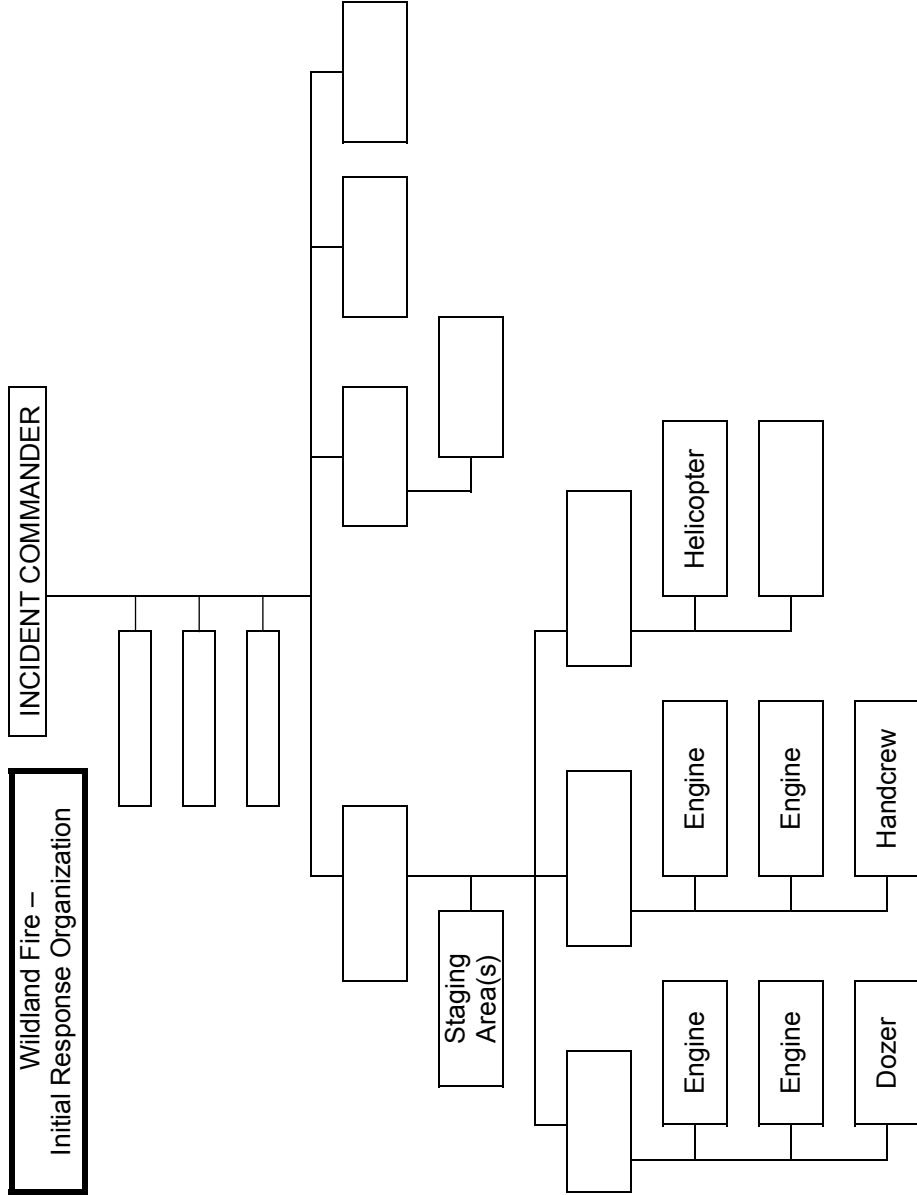
Certain terms are used to identify the level of resource commitment or organizations structure. The terms associated with these levels are:

Initial Attack – This example depicts an agency's initial response level (four engines, a bulldozer, a wildland firefighting handcrew, one helicopter and one Command Officer) to a reported wildland fire and how those resources might be organized to handle the situation. At the same time, the organization is designed to rapidly expand if necessitated by fire growth.

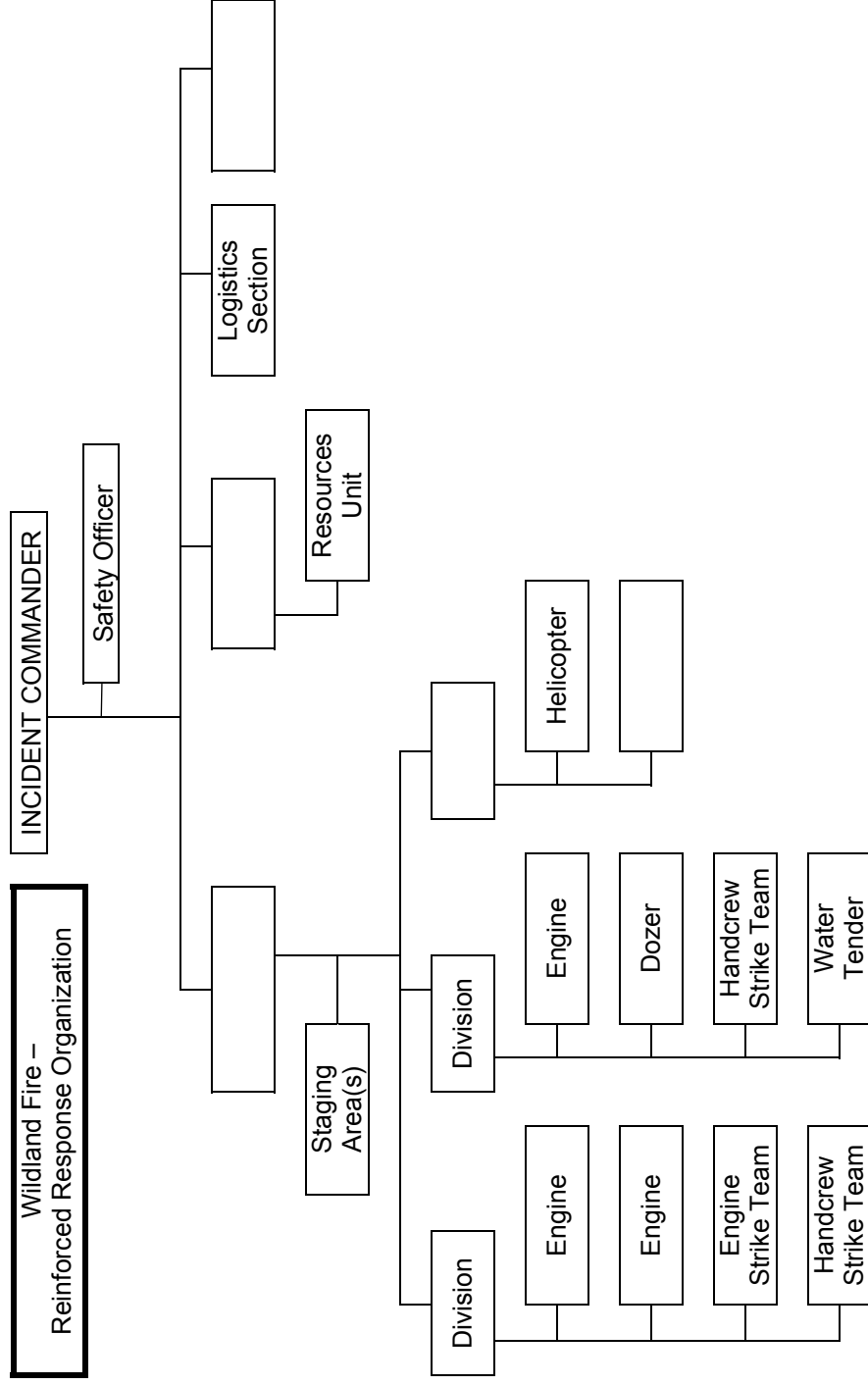
Reinforced Response – This example depicts an expansion of the organizational structure to accommodate additional resources.

Extended Attack – This example depicts an organization that may be appropriate for incidents that may require even more resources and an extended period of time to control. The time frames for these incidents may run into multiple operational periods covering many days with enhanced logistics and planning requirements.

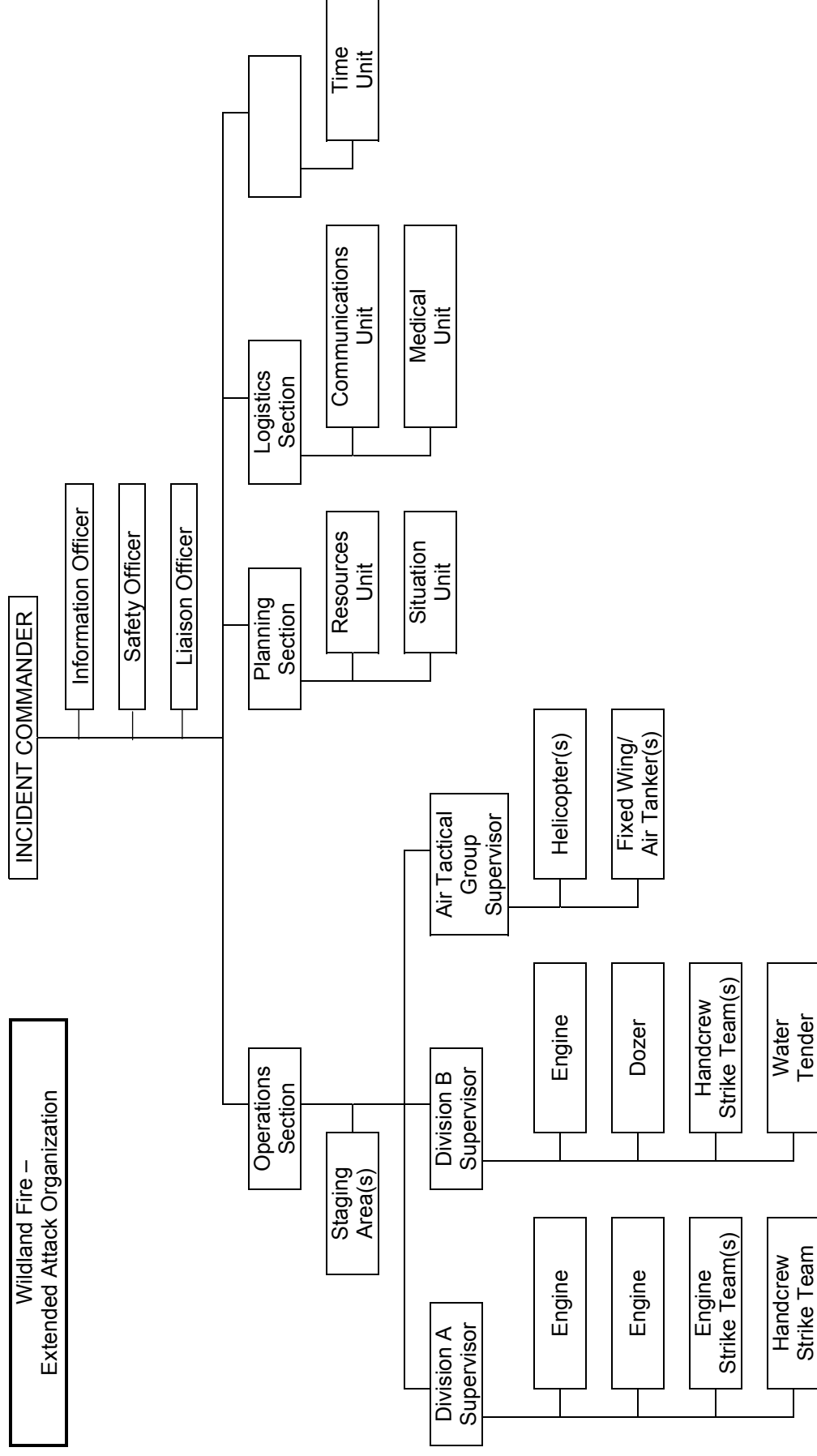
Multi-Branch – This example depicts an organization that may be used for wildland incidents that have grown in area to require multiple levels of management to accommodate span of control concerns and increased support for the number of personnel assigned to the incident.



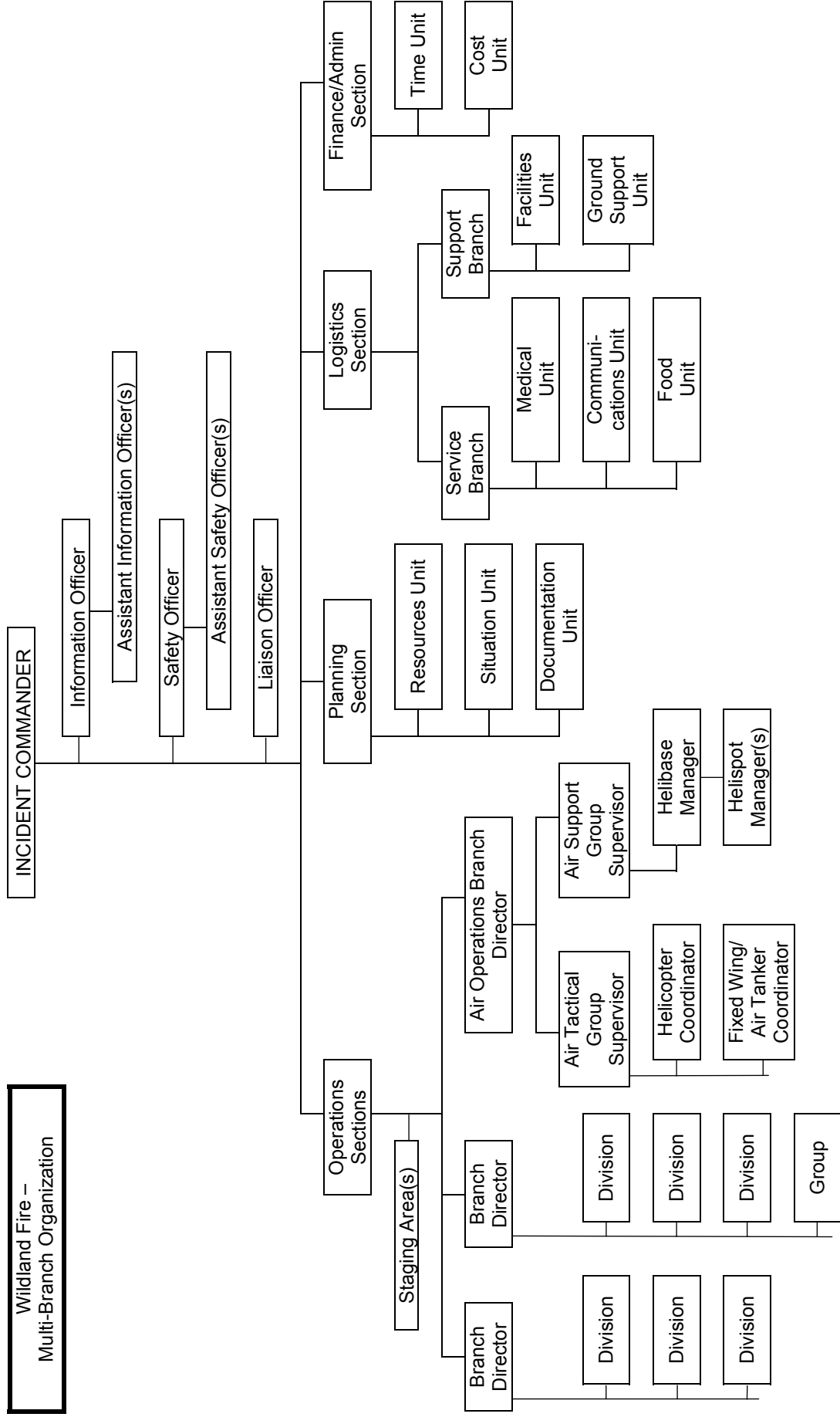
Wildland Fire – Initial Response Organization (example): Initial response resources are managed by the initial response Incident Commander (first arriving Company Officer or Command Officer) who will perform all Command and General Staff functions. Many small initial attack fires are controlled and extinguished with resource commitments at or slightly above this level. The span of control for this organization is at six to one, which is within safe guidelines of three-seven to one. Units are deployed to attack the fire with a single helicopter supporting the effort as directed by the Incident Commander. The Incident Commander has identified a Staging Area for use in the event additional resources arrive before tactical assignments for these resources are determined.



Wildland Fire – Reinforced Response Organization (example): Additional resources have arrived. Span of control concerns as well as the need for tactical supervision have necessitated that the Incident Commander establish two Divisions with qualified Supervisors assigned. A Safety Officer is assigned to monitor incident operations for safety issues and to ensure corrective steps are taken. The Resources Unit is established to assist the Incident Commander with tracking resources, and a Logistics Section Chief is assigned to begin planning and implementing logistical support for the assigned resources and to plan for the support of additional resources should they be ordered.



Wildland Fire – Extended Attack Organization (example): The Incident Commander has requested and received additional resources. Due to the complexity of the incident and the dynamic nature of the suppression activities, the Incident Commander has established the Operations Section Chief position. Additional aviation resources have arrived and are supervised by the Air Tactical Group Supervisor. The Incident Commander has established a Situation Unit to begin collecting incident data (mapping, weather, fire behavior predictions, etc.) to aid in the strategic and tactical planning as the incident progresses. Logistical needs have required upgraded Communications Support and a Medical Unit to handle responder injuries and rehabilitation.



Wildland Fire – Multi-Branch Organization (example): This incident required multiple Divisions covering a large geographic area so Branches were established within the Operations Section. A full Air Operations Branch with Branch Director has been established. The Planning Section is further expanded to begin production of Incident Action Plans for multiple Operational Periods. To ensure that adequate safety measures are taken within the expansive incident, Assistant Safety Officers have been assigned to the Safety Officer. These Assistants can be assigned to individual Branches or Divisions as well as to monitoring activities at the Base. The Command staff is now complete to assist the Incident Commander with incident information handling and to interface with assisting and cooperating agencies.

STRUCTURE FIRE ORGANIZATION DEVELOPMENT

INTRODUCTION

The following series of organizational charts depict examples of how the incident Command System can be used on fires involving structures. The charts show examples of ICS organizations for initial attack fires through incidents that grow to such size as to require very large organizational structures to manage the personnel and equipment assigned to these incidents.

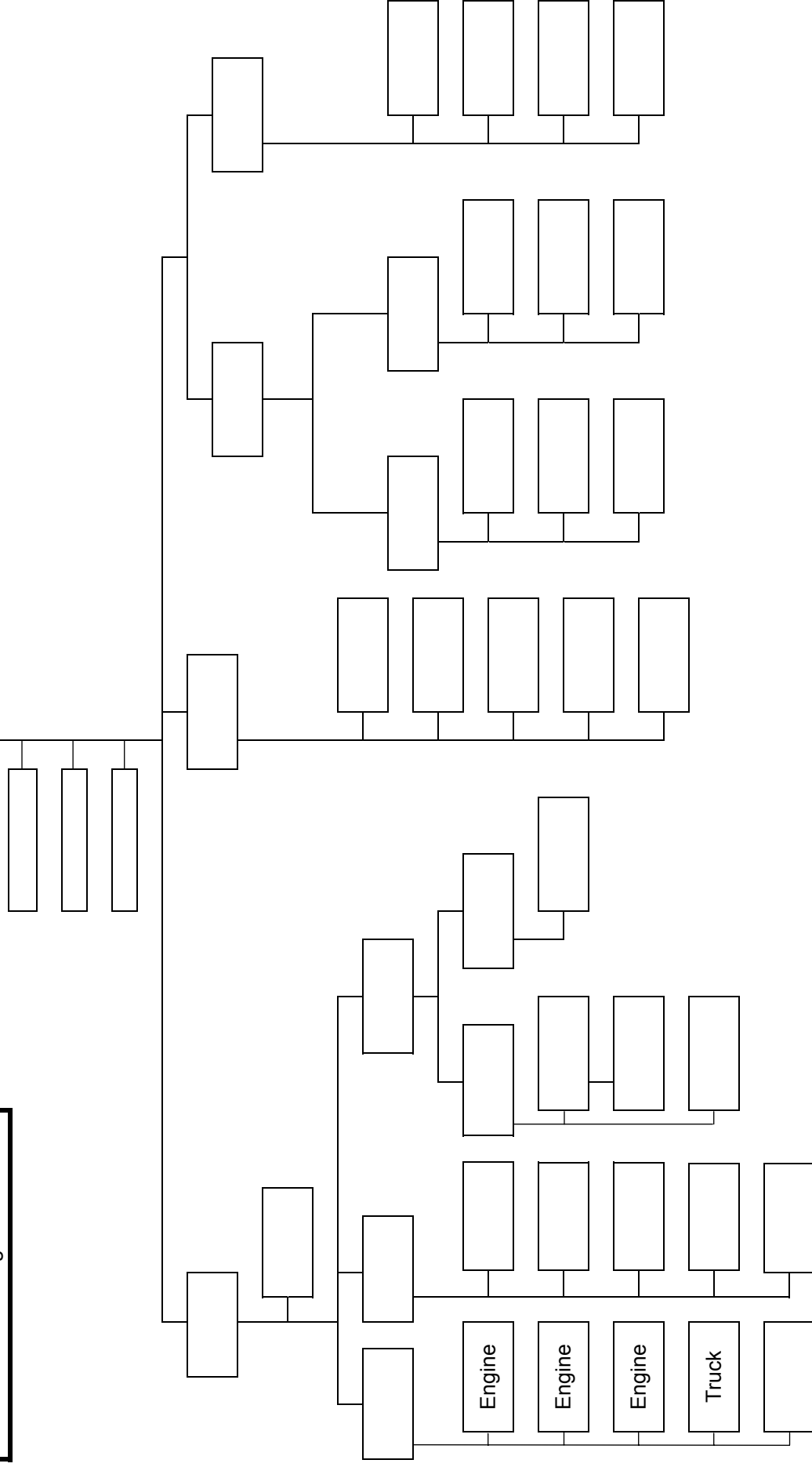
Certain terms are used to identify the level of resource commitment or organizations structure. The terms associated with these levels are:

Initial Attack – This example depicts an agency's initial response level (three Engines, one Truck Company, and a Command Officer) to a reported fire involving a building and how those resources might be organized to handle the situation. At the same time, the organization is designed to rapidly expand if necessitated by fire growth.

Reinforced Response – This example depicts an expansion of the organizational structure to accommodate additional resources. In this case, a second alarm has been ordered and received along with resources to assist the Incident Commander and support the personnel on scene.

Multi-Branch – This example depicts an organization that may be used for incidents that have grown in area to require multiple levels of management to accommodate span of control concerns and increased support for the number of personnel assigned to the incident.

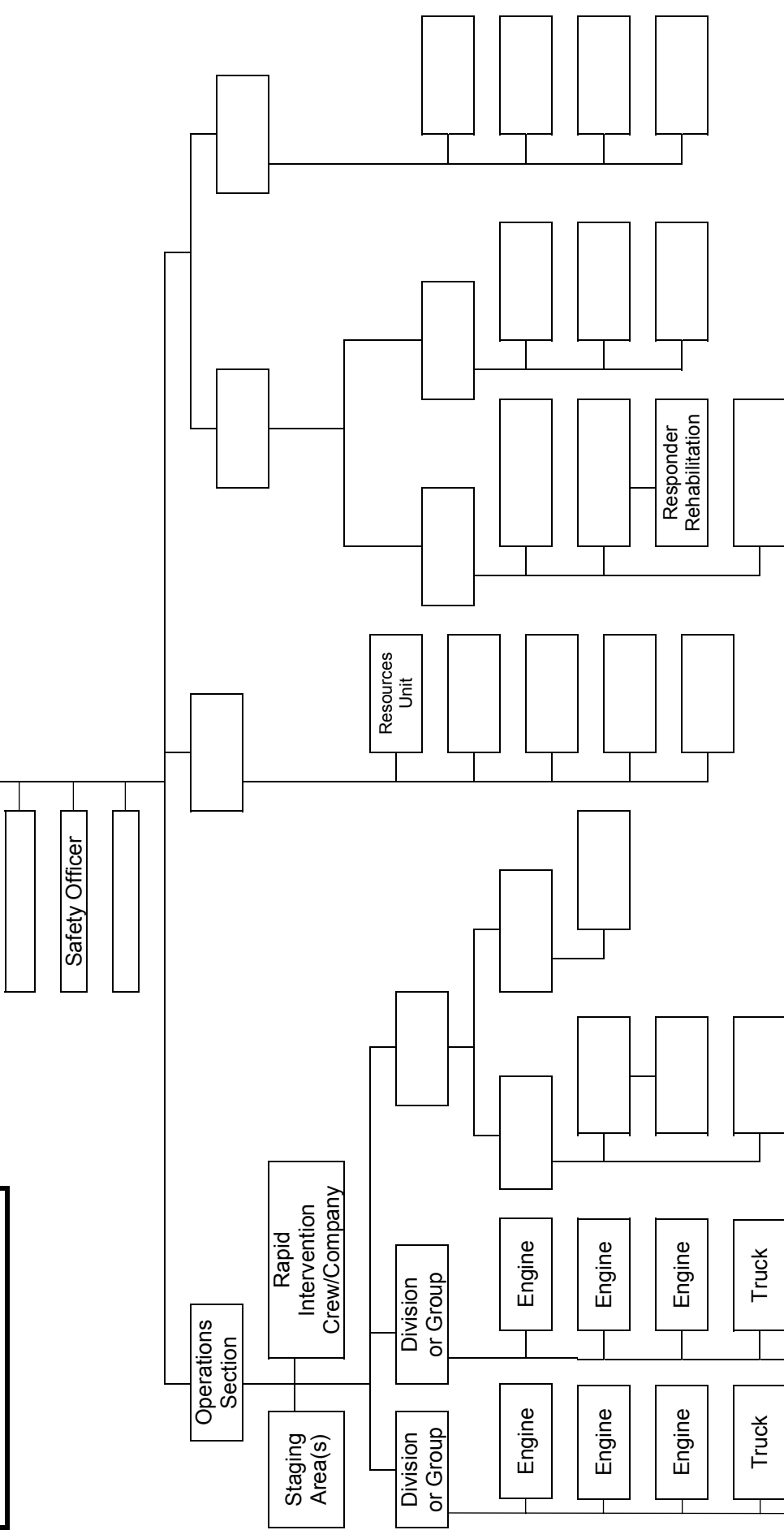
INCIDENT COMMANDER



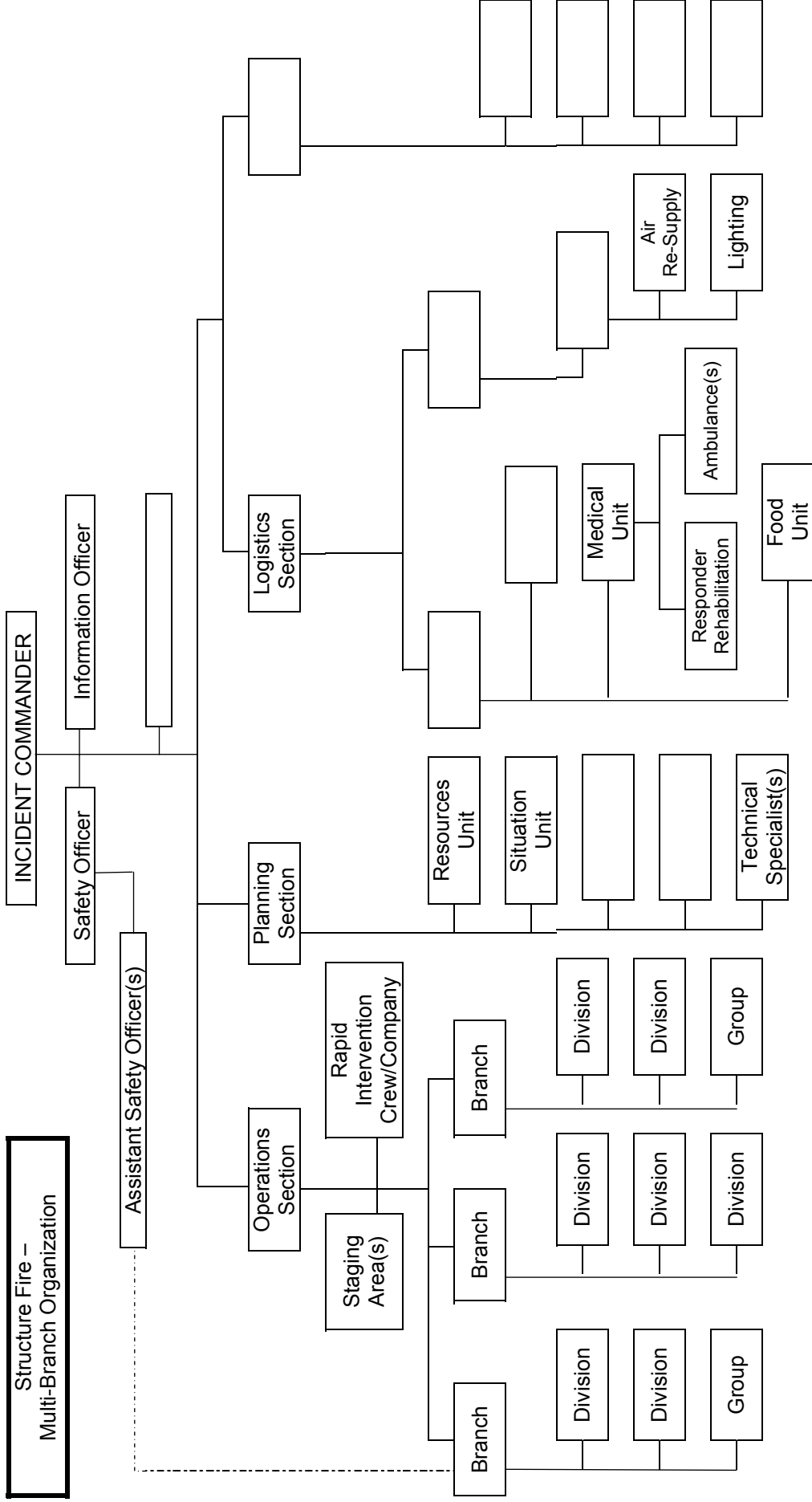
Structure Fire – Initial Attack Organization (example): This example depicts the assignment of three engines, a single truck company and a Command Officer on a structural fire. The Incident Commander manages all elements of the response. The only formal ICS position identified is that of Incident Commander (IC). If these resources can handle the incident and no escalation is anticipated, no further ICS development is advised.

Structure Fire –
Reinforced Attack Organization

INCIDENT COMMANDER



Structure Fire – Reinforced Attack Organization (example): Additional suppression resources have arrived and are deployed. An Operations Section Chief is activated to manage the dynamic suppression efforts. Further development of the Operations Section could include either Divisions (Division A, B,... or Roof Division, or Division 3 for third floor operations) or Groups (Attack, Support, Rescue or Ventilation) or a combination of both (for multi-story buildings, Divisions 2 and 3 and a Ventilation Group may be established). The Incident Commander has activated the Safety Officer position to monitor all incident activities for safety issues and to ensure corrective actions are taken. In addition, the Incident Commander has established a Staging Area and a Rapid Intervention capability. The Resource Unit will assist in resource tracking and a Responder Rehabilitation Unit is established.



Structure Fire – Multi-Branch Organization (example): In this case, the incident is large enough that Branches have been developed and Assistant Safety Officers are assigned to either specific Branches or to individual Divisions. More elements of the Planning Section are activated as well as the Section Chief, the Situation Unit and Technical Specialists as needed. The Logistics Section is staffed with a Section Chief and elements necessary to support a long-term incident. An Information Officer is assigned to deal with inquiries from the media and local citizens.

ICS ORGANIZATION GUIDE						
C O M M A N D	1. Incident Commander - one per incident, unless incident is multi-jurisdictional.					
	2. Multi-jurisdictional incidents establish Unified Command with each jurisdiction supplying an individual to represent agency in Unified Command Structure.					
	3. Incident Commander may have Deputy.					
	4. Command Staff Officer - one per function per incident.					
	5. Command Staff may have Assistants as needed or as required by statute or standard.					
	6. Agency Representatives report to Liaison Officer on Command Staff.					
<u>INCIDENT BASE RECOMMENDED MINIMUM PERSONNEL REQUIREMENTS</u> (PER TWELVE-HOUR OPERATIONAL PERIOD)						
(If camps are established, the minimum personnel requirements for the Base may be modified or additional personnel may be added to support camps.)						
UNIT POSITION		<u>SIZE OF INCIDENT (NUMBER OF DIVISIONS)</u>				
		2	5	10	15	25
O P E R A T I O N S	Operations Section Chief	One Per Operational Period				
	Branch Director		2	3	4	6
	Division/Group Supervisor	2	5	10	15	25
	Strike Team Leaders	As Needed				
	Task Force Leaders	As Needed				
	Air Operations Director		1	1	1	1
	Air Tactical Group Supervisor	1	1	1	1	1
	Air Tanker/Fixed Wing Coordinator	As Needed				
	Helicopter Coordinator	As Needed				
	Air Support Group Supervisor	1	1	1	1	1
	Helibase Manager	One Per Helibase				
	Helispot Manager	One Per Helispot				
	Fixed Wing Support Leader	One Per Airport				
	Staging Area Manager	One Per Staging Area				
Technical Specialist	As Needed					
P L A N N I N G	Planning Section Chief	One Per Incident				
	Resources Unit Leader	1	1	1	1	1
	Status Recorders	1	2	3	3	3
	Check-In Recorders	As Needed				
	Technical Specialists	As Needed				
	Situation Unit Leader	1	1	1	1	1
	Field Observer		1	2	2	3
	Weather Observer	As Needed				
	GIS Technical Specialist	As Needed				
	Damage Inspection Specialist	As Needed				
	Aerial/Ortho Photo Analyst	As Needed				
	Display/Report Processor		1	1	1	2
	IR Equipment Operators	Two If Needed				
	Computer Terminal Operator		1	1	1	1
	Photographer			1	1	1
	Documentation Unit Leader		1	1	1	1
	Demobilization Unit Leader			1	1	1
	(Demobilization Recorders from Resources)		As Needed			

	UNIT POSITION	SIZE OF INCIDENT (NUMBER OF DIVISIONS)				
		2	5	10	15	25
L O G I S T I C S	Logistics Section Chief	One Per Incident				
	Service Branch Director	As Needed				
	Communications Unit Leader	1	1	1	1	1
	Incident Communications Manager	1	1	1	1	1
	Incident Dispatcher	1	2	3	3	4
	Message Center Operator		1	1	2	2
	Messenger		1	2	2	2
	Communications Technician		1	2	4	4
	Medical Unit Leader	1	1	1	1	1
	Medical Unit Assistant(s)	As Needed				
	Fireline EMT	As Needed				
	Responder Rehabilitation Manager	As Needed				
	Food Unit Leader		1	1	1	1
	Food Unit Assistant (each camp)	As Needed				
	Mobile Food Service		1	1	1	1
	Support Branch Director	As Needed				
	Supply Unit Leader		1	1	1	1
	Camp Supply Assistant (each camp)	As Needed				
	Ordering Manager			1	1	1
	Receiving/Distribution Manager		1	1	1	1
	Tool/Equipment Specialist			1	1	1
	Recorders		1	1	2	2
	Helpers		2	2	2	2
	Facility Unit Leader		1	1	1	1
	Base Manager		1	1	1	1
	Camp Manager (each camp)	As Needed				
	Facility Maintenance Specialist		1	1	1	1
	Security Manager		1	1	1	1
	Helpers		6	6	12	12
	Ground Support Unit Leader	1	1	1	1	1
	Equipment Manager		1	1	1	1
	Ground Support Assistant(s)	As Needed				
	Equipment Timekeeper		1	1	1	1
	Mechanics	1	1	3	5	7
	Drivers	As Needed				
	Operators	As Needed				
F I N - A D M I N	Finance/Administration Section Chief	One Per Incident				
	Time Unit Leader		1	1	1	1
	Time Recorder, Personnel		1	3	3	5
	Time Recorder, Equipment		1	2	2	3
	Procurement Unit Leader		1	1	1	1
	Compensation/Claims Unit Leader		1	1	1	1
	Compensation Specialist	As Needed				
	Claims Specialist	As Needed				
	Cost Unit Leader		1	1	1	1
	Cost Analyst			1	1	1
	Technical Specialist	As Needed				

T-CARD COLORS AND USES

Ten different color resource cards (T-cards) are used to denote kind of resources. The card colors and resources they represent are:

KIND RESOURCE	CARD COLOR	FORM NUMBER
Engines	Rose	219-3
Handcrews	Green	219-2
Dozers	Yellow	219-7
Aircraft	Orange	219-6
Helicopter	Blue	219-4
Misc. Equip/Task Forces	Tan	219-8
Personnel	White	219-5
Location Labels	Gray	219-1
Property Record	White/red	219-9
Transfer Tag	White Tag	219-9A

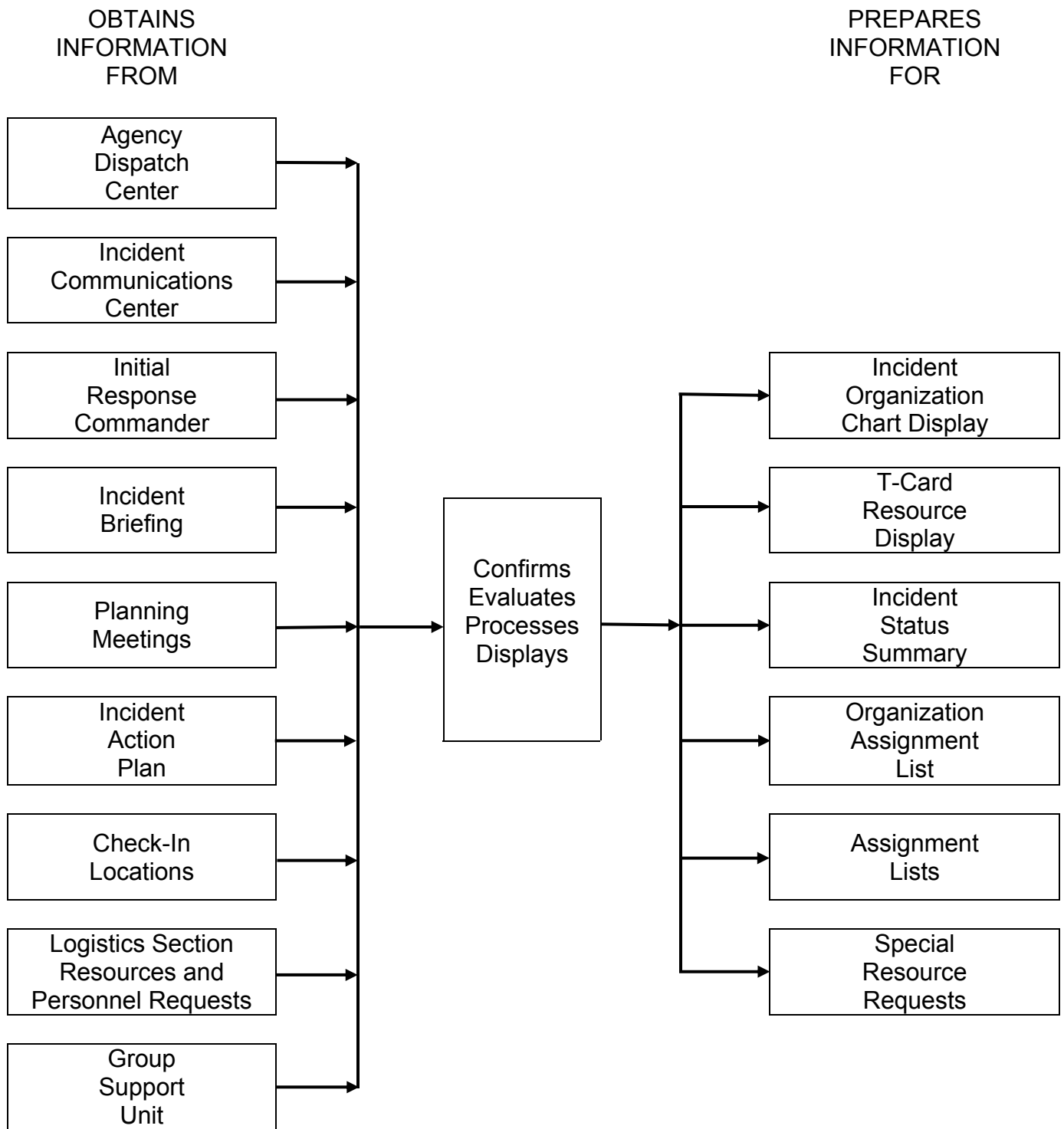
INCIDENT COMMAND SYSTEM FORMS

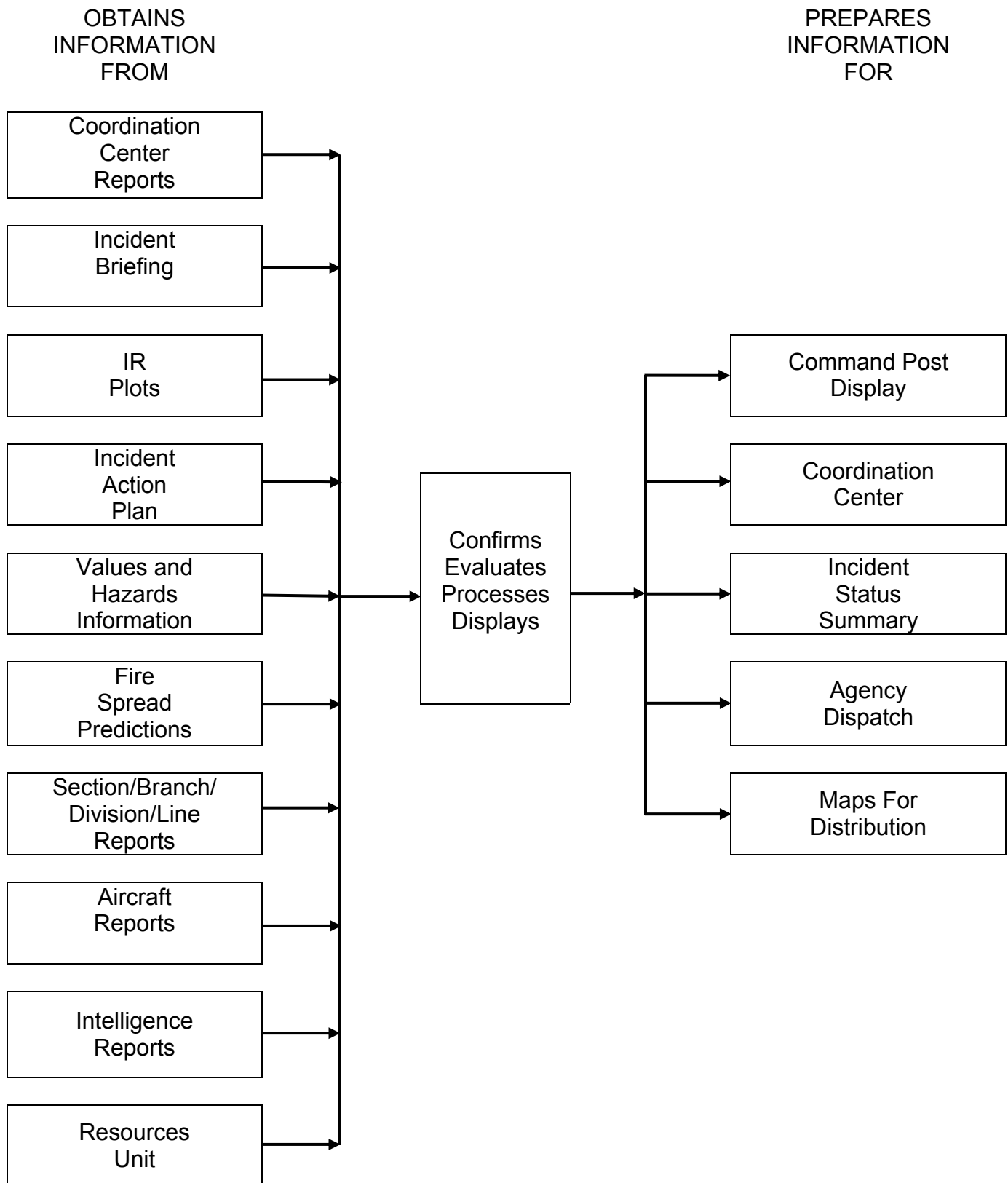
Forms and records that are routinely used in the ICS are listed below. Those marked with an (*) are commonly used in written Incident Action Plans.

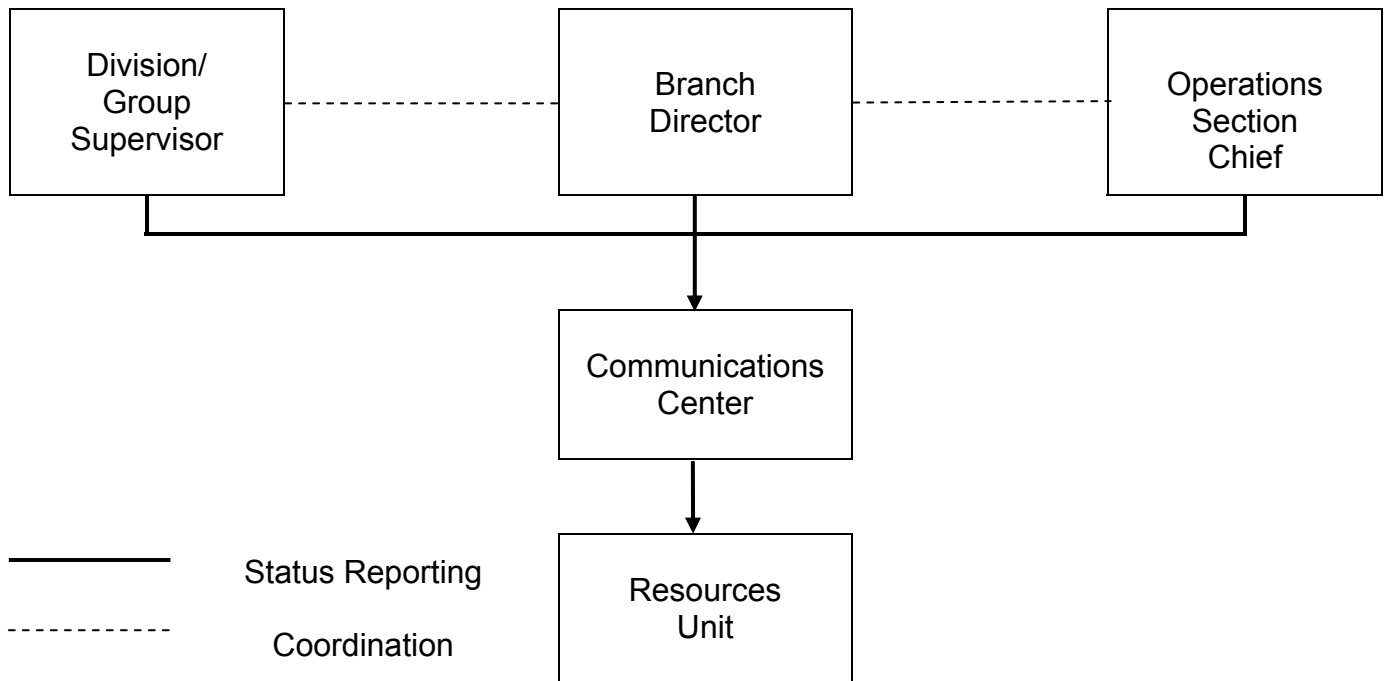
Incident Briefing	ICS Form 201
* Objectives	ICS Form 202
* Organization Assignment List	ICS Form 203
* Assignment List	ICS Form 204
* Incident Radio Communications Plan	ICS Form 205
* Medical Plan	ICS Form 206
Incident Organization Chart	ICS Form 207
Site Safety and Control Plan	ICS Form 208
Incident Status Summary	ICS Form 209
Check-In List	ICS Form 211
Demobilization Vehicle Safety Inspection	ICS Form 212
General Message	ICS Form 213
Unit/Activity Log	ICS Form 214
Incident Safety Analysis – Generic/Wildland	ICS Form 215 AG/AW
Operational Planning Worksheet – Generic/Wildland	ICS Form 215 G, W
Incident Resource Projection Matrix	ICS Form 215 M
Radio Requirements Worksheet	ICS Form 216
Support Vehicle Inventory	ICS Form 218
Resource Status Card (1-9A)	ICS Form 219
Air Operations Summary	ICS Form 220
Demobilization Checkout	ICS Form 221
Incident Weather Forecast Request	ICS Form 222
Tentative Release List	ICS Form 223
Crew Performance Rating	ICS Form 224
Incident Personnel Performance Rating	ICS Form 225
Compensation for Injury Log	ICS Form 226
Claims Log	ICS Form 227
Incident Cost Worksheet	ICS Form 228
Incident Cost Summary	ICS Form 229
Contractor/Vendor Performance Evaluation	ICS Form 230

ICS MAP DISPLAY SYMBOLOGY	
SUGGESTED FOR PLACEMENT ON BASE MAP	SUGGESTED FOR PLACEMENT ON OVERLAYS
<p>MINIMUM RECOMMENDED</p> <p>BLACK</p> <p> RIDGE HIGHLIGHTED GEOGRAPHIC OR MANMADE FEATURES </p> <p>BLACK</p> <p> COMPLETED DOZER LINE * COMPLETED LINE </p> <p>RED</p> <p> FIRE ORIGIN * HAZARD (IDENTIFY TYPE OF HAZARD, e.g. POWER LINES) </p> <p>BLUE</p> <p> INCIDENT COMMAND POST * INCIDENT BASE * CAMP (IDENTIFY BY NAME) </p> <p>BLUE</p> <p> HELISPOT (LOCATION AND NUMBER) * HELIBASE * REPEATER/MOBILE RELAY </p> <p>OPTIONAL</p> <p>BLUE</p> <p> TELEPHONE FIRE STATION WATER SOURCE (IDENTIFY TYPE, i.e. POND, CISTERN, HYDRANT) or e.g. MOBILE WEATHER UNIT IR GROUND LINK * FIRST AID STATION </p>	<p>RED</p> <p> UNCONTROLLED FIRE EDGE SPOT FIRE HOT SPOT </p> <p>ORANGE</p> <p> FIRE SPREAD PREDICTION </p> <p>BLACK</p> <p> PLANNED FIRE LINE PLANNED SECONDARY LINE </p> <p> BRANCHES { INITIALLY NUMBERED CLOCKWISE FROM FIRE ORIGIN DIVISIONS { INITIALLY LETTERED CLOCKWISE FROM FIRE ORIGIN WIND SPEED AND DIRECTION PROPOSED DOZER LINE FIRE BREAK (PLANNED OR INCOMPLETE) </p> <p>BLUE</p> <p> REDFERN * STAGING AREA (IDENTIFY BY NAME) </p> <p>ALL OVERLAYS MUST CONTAIN REGISTRATION MARKS. THESE MAY CONSIST OF IDENTIFIED ROAD INTERSECTIONS, TOWNSHIP/RANGE COORDINATES, MAP CORNERS, ETC.</p>

* - TO BE USED ON INCIDENT BRIEFING AND ACTION PLAN MAPS (NO COLOR)

RESOURCES UNIT FUNCTIONS AND INTERACTIONS

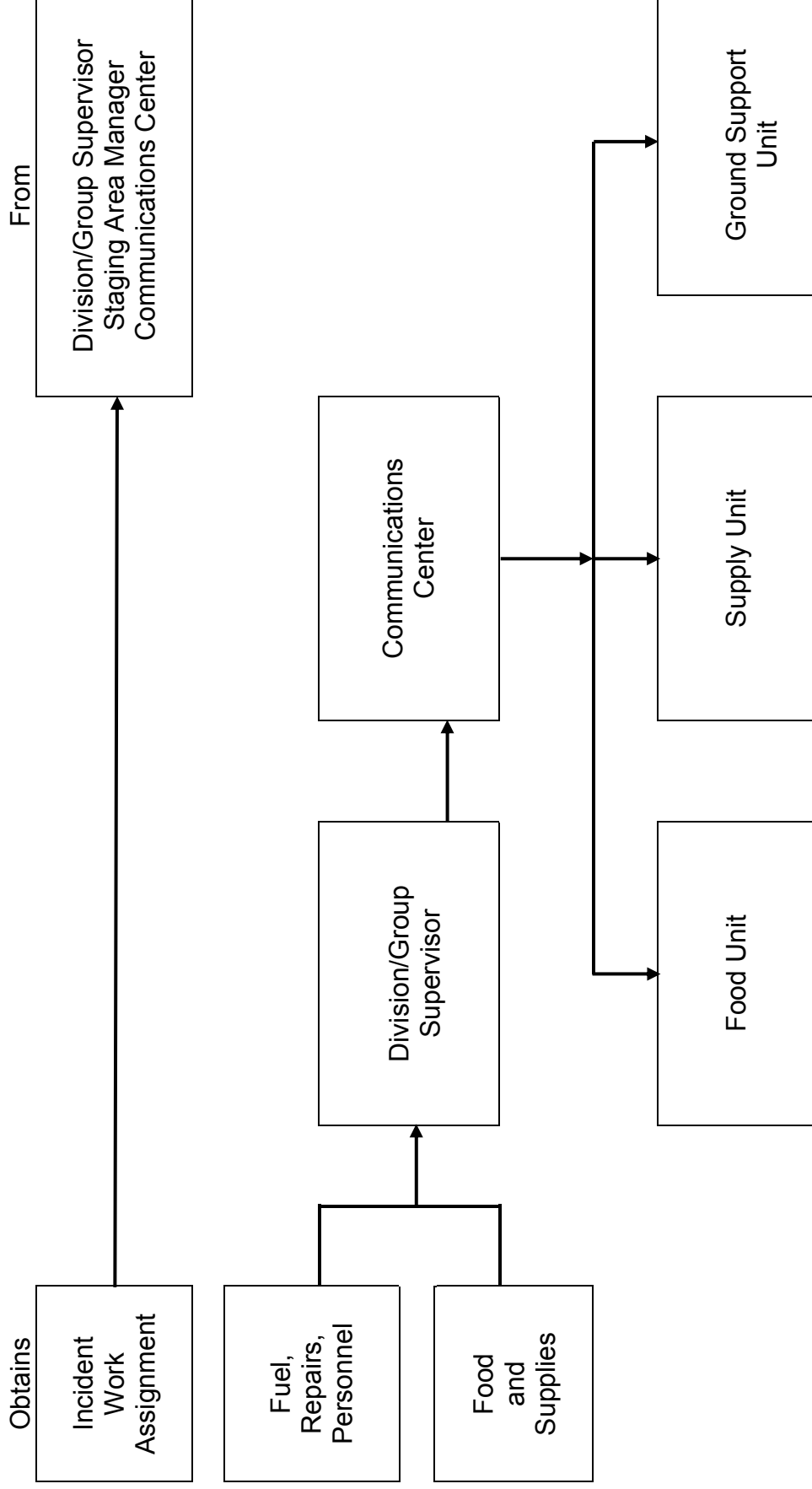
SITUATION UNIT FUNCTIONS AND INTERACTIONS

RESOURCE STATUS CHANGE REPORTING**1. Report:**

- A) Resources changing status (assigned, available, out of service)
- B) Resources moving between Divisions

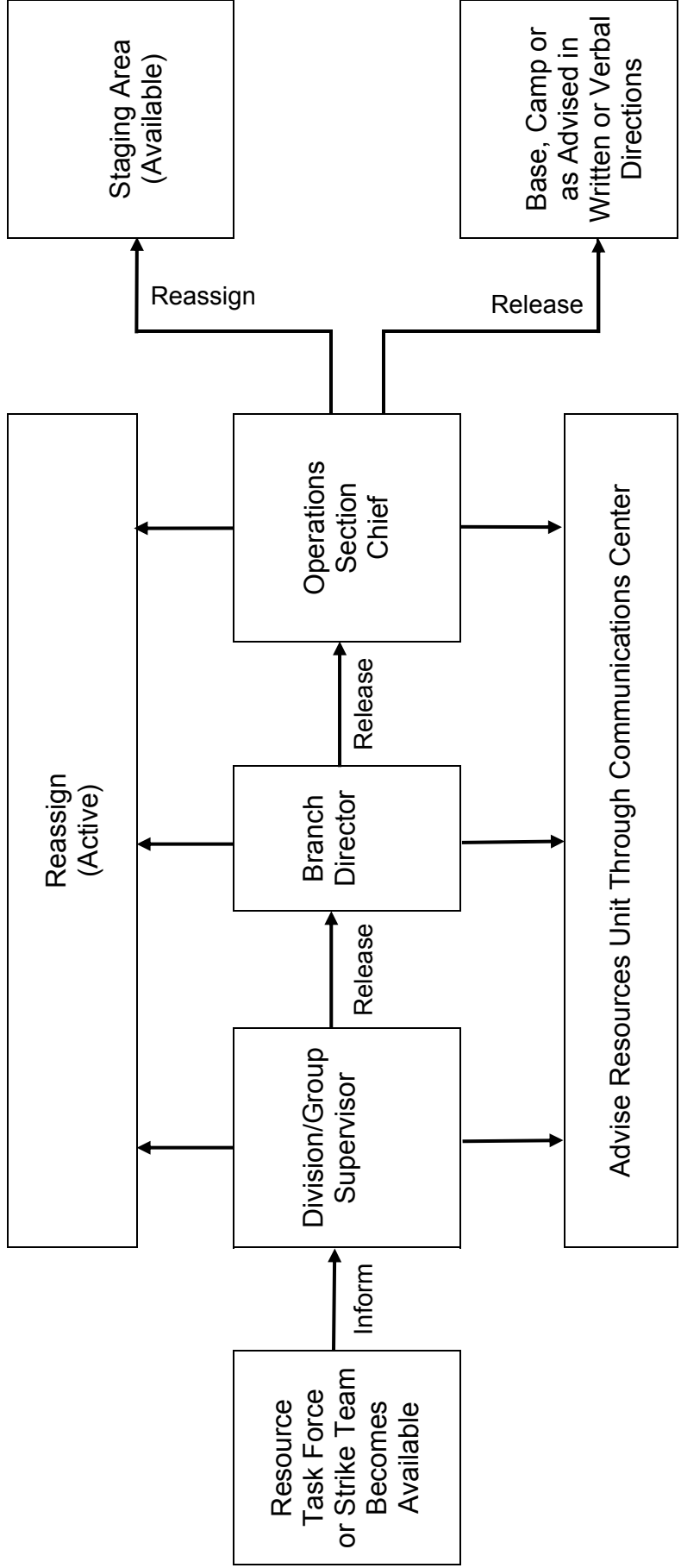
2. Note: Authority who approves the status change is responsible for reporting it to Resources Unit

STRIKE TEAM LEADER INTERACTIONS

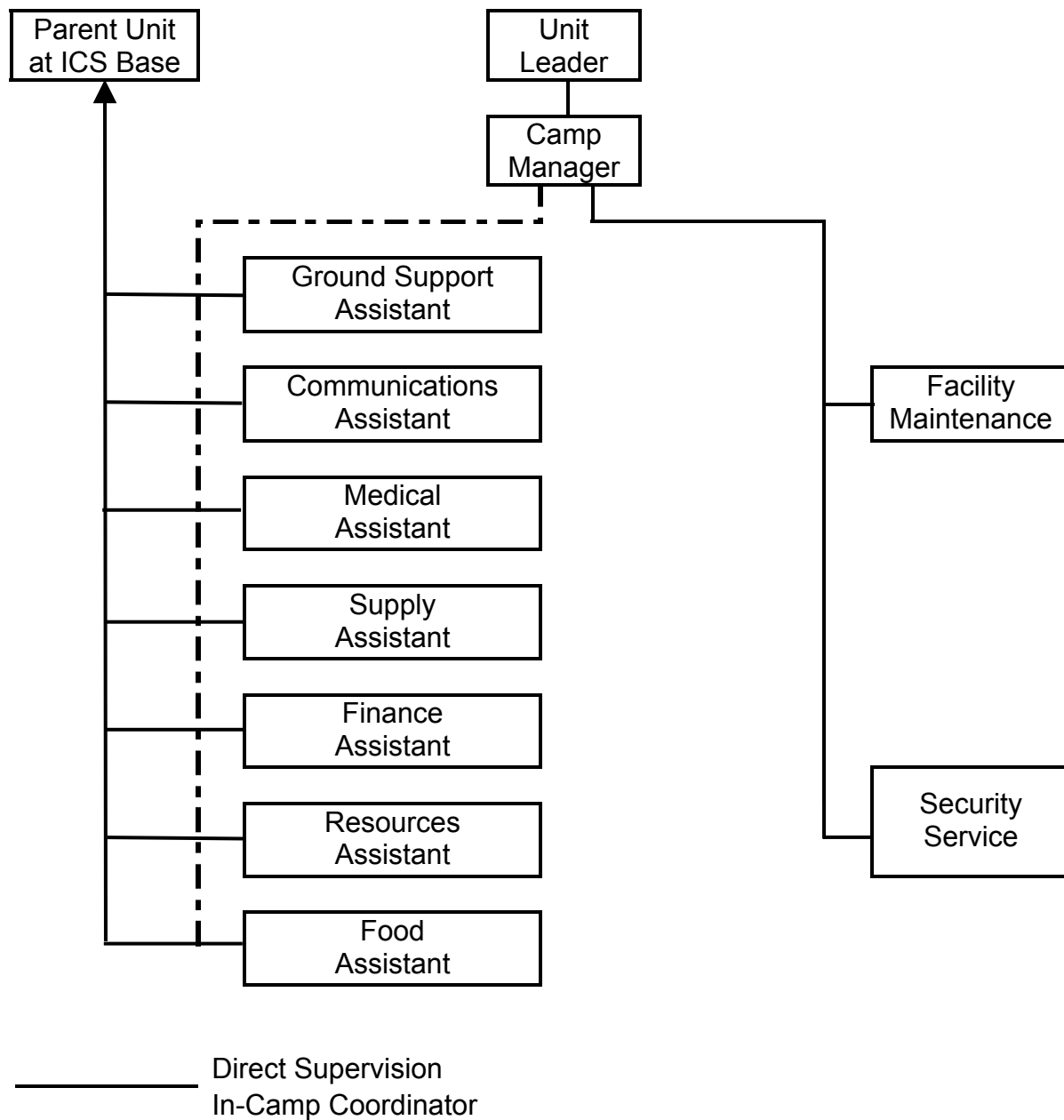


Note: Out-of-service resources interact directly with appropriate units for service and support

REASSIGN/RELEASE OF RESOURCES



NOTE: Authority who approves the status change is responsible for reporting it to Resources Unit.

CAMP ORGANIZATION AND REPORTING RELATIONSHIPS

The Camp Manager will provide direct supervision for all facility maintenance and security services at the Camp. Several of the functional unit activities that are performed at the Base may also be performed at the Camp(s). These functional units assigned to the Camp(s) will receive their direct supervision from their Unit Leaders at the Base. During the time that a Camp is established, the Camp Manager will be responsible to provide non-technical coordination for all units operating within the Camp in order to ensure orderly and harmonious operation of the Camp and efficient use of all resources and personnel assigned to the Camp.

CHAPTER 12

RESOURCE TYPES AND MINIMUM STANDARDS

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Primary Mobile Suppression Resources..... 12-2

Support Resources 12-4

Strike Team Types and Minimum Standards..... 12-5

PRIMARY MOBILE SUPPRESSION RESOURCES
(Minimum ICS Standards)

RESOURCE	RADIO CALL	COMPONENTS	TYPES			
			1	2	3	4
Engine Company	Engine Telesquirt*	Pump Water Tank Hose 2 1/2" Hose 1 1/2" Hose 1" Ladder Master Stream Personnel	1000 GPM 400 Gal. 1200 Ft. 400 Ft. 200 Ft. 20 Ft. Ext. 500 GPM 4	500 GPM 400 Gal. 1000 Ft. 500 Ft. 300 Ft. 20 Ft. Ext. - 3	120 GPM 300 Gal. - 1000 Ft. 800 Ft. - - 3	50 GPM 200 Gal. - 300 Ft. 800 Ft. - - 3
* Engine with elevated stream capability, specify when requested.						
Truck Company	Truck	Aerial (Specify platform or ladder), Elevated Stream, Ground Ladders, Personnel	75 Ft. 500 GPM 115 Ft. 4	50 Ft. 500 GPM 115 Ft. 4		
Water Tender	Water Tender	Pump Water Tank	300 GPM 2000 Gal.	120 GPM 1000 Gal.	50 GPM 1000 Gal.	
Brush Patrol	Patrol	Pump-15 GPM Hose 1"-150 Ft. Tank -75 Gal. Personnel - 1				
Medical/Non Transport	Rescue, Squad, Medic Engine	Non Transport, Capability and Personnel determined by local EMS authority	ALS	BLS		
Medical/Transport	Ambulance, Medic	Transport, Capability and Personnel determined by local EMS authority	ALS	BLS		
Bulldozer	Dozer	Size Horse Power Operator Example(s):	Heavy 200 HP 1 D-7, D-8	Medium 100 HP 1 D-5, D-6	Light 50 HP 1 D-4	
Bulldozer Tender	Dozer Tender	Fuel-100 Gal				

PRIMARY MOBILE SUPPRESSION RESOURCES (continued)

RESOURCE	RADIO CALL	COMPONENTS	TYPE 1	TYPE 2
Hand Crew	Crew #	Personnel, * Equipment, and Transportation	<ul style="list-style-type: none"> • Highest training level • No use restriction • Fully mobilized • Highest experience level • Fully equipped • Permanently assigned supervision 	<ul style="list-style-type: none"> • Minimum training or • Some use restriction or • Not fully mobilized or • Moderate experience or • Minimum equipment or • No assigned supervision
* Indicates minimum number of crew personnel including supervision.			<u>State</u> <u>Federal</u> CDC (12) Hotshot (18) CYA (12) Regular (18) CCC (12) Fly Crew (10) Fly Crew (8) <u>Local Govt.</u> Inmate (12) Fly Crew (8) Paid (10) Hotshot (18)	Federal (Blue Card) (18) State (12)

RESOURCE	RADIO CALL	COMPONENTS	TYPES			
			1	2	3	4
Fire Boat	Boat	Pumping Capability	5,000 GPM	1000 GPM	250 GPM	
Foam Tender	Foam	Class B Foam Specify: % Concentrate (1%, 3%, etc.)	500 Gal.	250 Gal		
Air Tanker	Tanker	Gallons Examples:	3,000 C-130 P-3, DC-7	1,800 DC-4 SP2H,P2V	600 S-2	100 Thrush
Helicopters	Copter	Seats, including pilot Card weight capacity (lbs) Gallons Examples:	16 5000 700 Bell 214	10 2500 300 Bell 204, 205, 212	5 1200 100 Bell 206	3 600 75 Bell 47
Helitanker	Helitanker	- Fixed Tank - Air tanker Board Certified - 1,100 Minimum Gallon Capacity				
Helicopter Tender	Helitender	Fuel Equipment				
Helitack Crew	Helitack	Personnel (3) Equipment Transportation				
Aircraft Rescue Firefighting (ARFF)	ARFF	Class B Foam w/proportioner and pump				

SUPPORT RESOURCES

RESOURCE	RADIO CALL	COMPONENTS	TYPES		
			1	2	3
Breathing Apparatus Support	Breathing Support	Filling Capability	Compressor	Cascade	
Crew Transport	Crew Transport	Passengers	30	20	10
Field Mobile Mechanic	Repair	Repair Capability	Heavy Equipment	Light Equipment	
Food Dispenser Unit	Food Dispenser	Servings/Meal	150	50	
Mobile Kitchen Unit	Mobile Kitchen	Servings/Meal	1000	300	
Fuel Tender	Fuel Tender	Fuel Specify: Gas, Jet Fuel, Diesel, Etc.	1000 Gal	100 Gal	
Heavy Equipment Transport	Transport	Capacity Examples:	Heavy D-7, D-8	Medium D-6	Light D-4
Portable Pump	N/A	Pumping Capacity	500 GPM	250 GPM	50 GPM
Illumination Unit	Light	Lighting Units (500 watts each) Extension Cord Specify: Mounted or Portable	6 1000 Ft.	3 500 Ft.	
Mobile Communi-cations	Comm	<ul style="list-style-type: none">• Consoles/ Workstations• Frequency Capability• Power Source• Telephone Systems• Personnel	2 Multi Range*, Programmable Internal 6 Trunk/16 Extension Lines 2	2 Multi Range*, Programmable Internal 2	1 Single Range**, Programmable External 1
* Multi Range: 150-174 MHz, 450-470 MHz, 800 MHz (Simplex and Repeated) ** Single Range: 150-174 MHz only					
Portable Repeater	N/A	Frequency Capability*			
* When requesting resource, need to specify frequency requirements.					
Power Generator	N/A	Wattage Capacity Specify: Mounted or Portable	10,000 watts	3,000 watts	
Refrigeration Unit	Refer	Box Length (ft)	24	12	
Utility Transport	Utility		Over 1 Ton	1 Ton and Under	

STRIKE TEAM TYPES AND MINIMUM STANDARDS

Kind	Strike Team Types	Number/Type	Minimum Equipment Standards						Minimum Personnel			
			Pump Capacity	Water Capacity	2 1/2" Hose	1 1/2" Hose	1" Hose	Ladder	Master Stream	Strike Team Leader	Per Single Resource	Total Personnel
ENGINE	A	5 – Type 1	1,000 GPM	400 Gallons	1,200 Feet	400 Feet	200 Feet	20 Ft. Ext.	500 GPM	1	4	21
	B	5 – Type 2	500 GPM	400 Gallons	1,000 Feet	500 Feet	300 Feet	20 Ft. Ext.	N/A	1	3	16
	C	5 – Type 3	120 GPM	300 Gallons	N/A	1,000 Feet	800 Feet	N/A	N/A	1	3	16
	D	5 – Type 4	50 GPM	200 Gallons	N/A	300 Feet	800 Feet	N/A	N/A	1	3	16
CREWS	G	Handcrew combinations consisting of a minimum of 29 persons (Do not mix Type 1 and Type 2 crews)	Type 1 Handcrews have no restrictions on use						1		N/A	30
	H		Type 2 Handcrews may have use restrictions						1		N/A	30
DOZER	K	2 – Type 1 1 – Dozer Tender	Heavy Dozer Minimum 200 HP (D-7, D-8 or equivalent)						1		1 ----- 1	4
	L	2 – Type 2 1 – Dozer Tender	Medium Dozer Minimum 100 HP (D-5, D-6 or equivalent)						1		1 ----- 1	4
	M	2 – Type 3 1 – Dozer Tender	Light Dozer Minimum 50 HP (D-4 or equivalent)						1		1 ----- 1	4

CHAPTER 13

HAZARDOUS MATERIALS

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INTRODUCTION

The Hazardous Materials organizational module is designed to provide an organizational structure that will provide necessary supervision and control for the essential functions required at virtually all Hazardous Materials incidents. This is based on the premise that controlling the tactical operations of companies and movement of personnel and equipment will provide a greater degree of safety and also reduce the probability of spreading of contaminants. The primary functions will be directed by the Hazardous Materials Group Supervisor or the Hazardous Materials Branch Director (if activated), and all resources that have a direct involvement with the hazardous material will be supervised by one of the functional leaders or the Hazardous Materials Group Supervisor.

MODULAR DEVELOPMENT

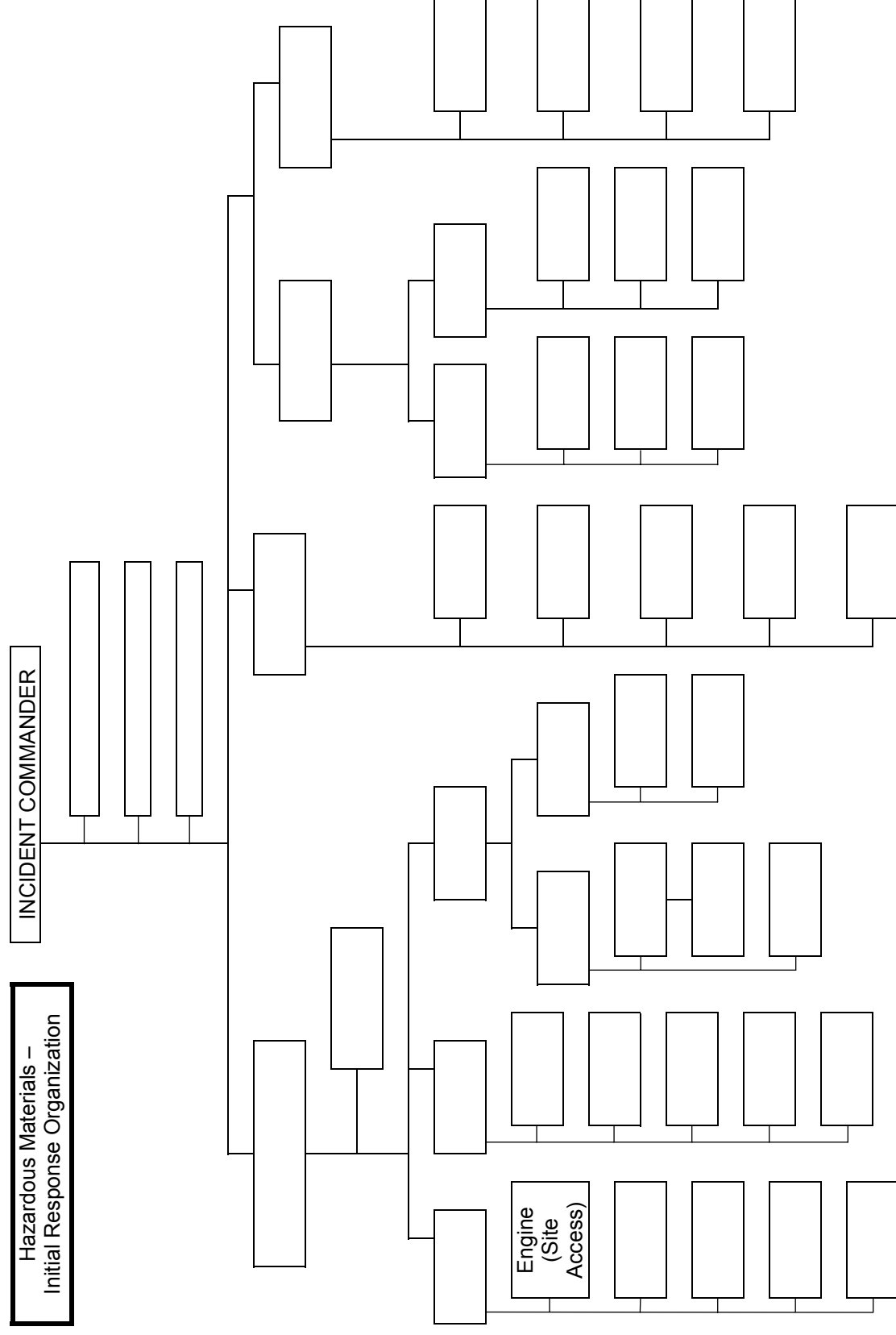
A series of examples of modular development are included to illustrate one method of expanding the incident organization.

Initial Response - Initial response resources are managed by the Incident Commander who will handle all Command and General Staff responsibilities.

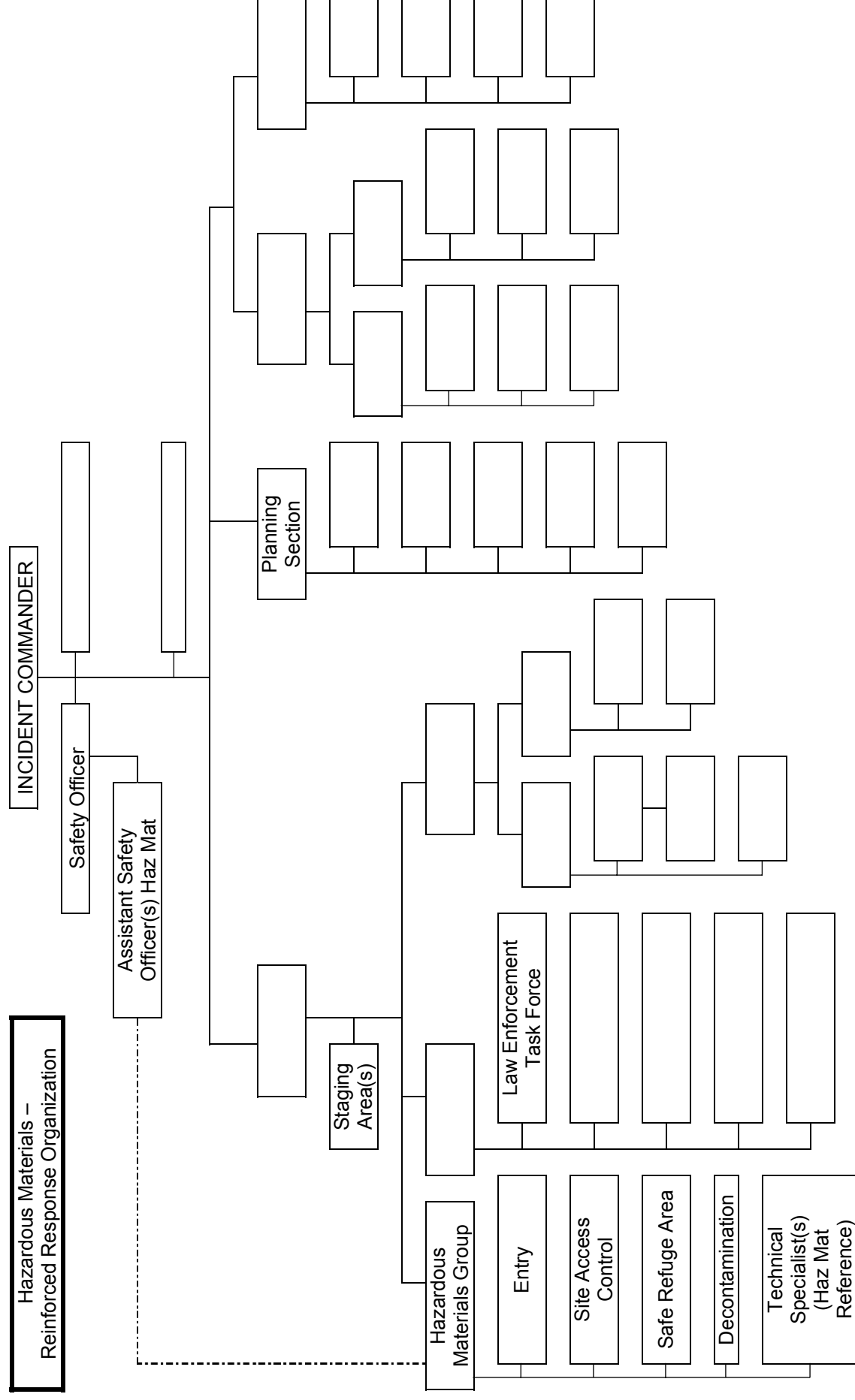
Reinforced Response - (three to fifteen fire and/or law enforcement units) The two Incident Commanders have met and have established Unified Command. They have established a Hazardous Materials Group to manage all activities around the Control Zones and have organized Law Enforcement units into a task force to isolate the operational area. The Incident Commanders have decided to establish a Planning Section, a Staging Area, and a Safety Officer.

Multi-Division/Group - The Incident Commanders have activated most Command and General Staff positions and have established a combination of divisions and groups.

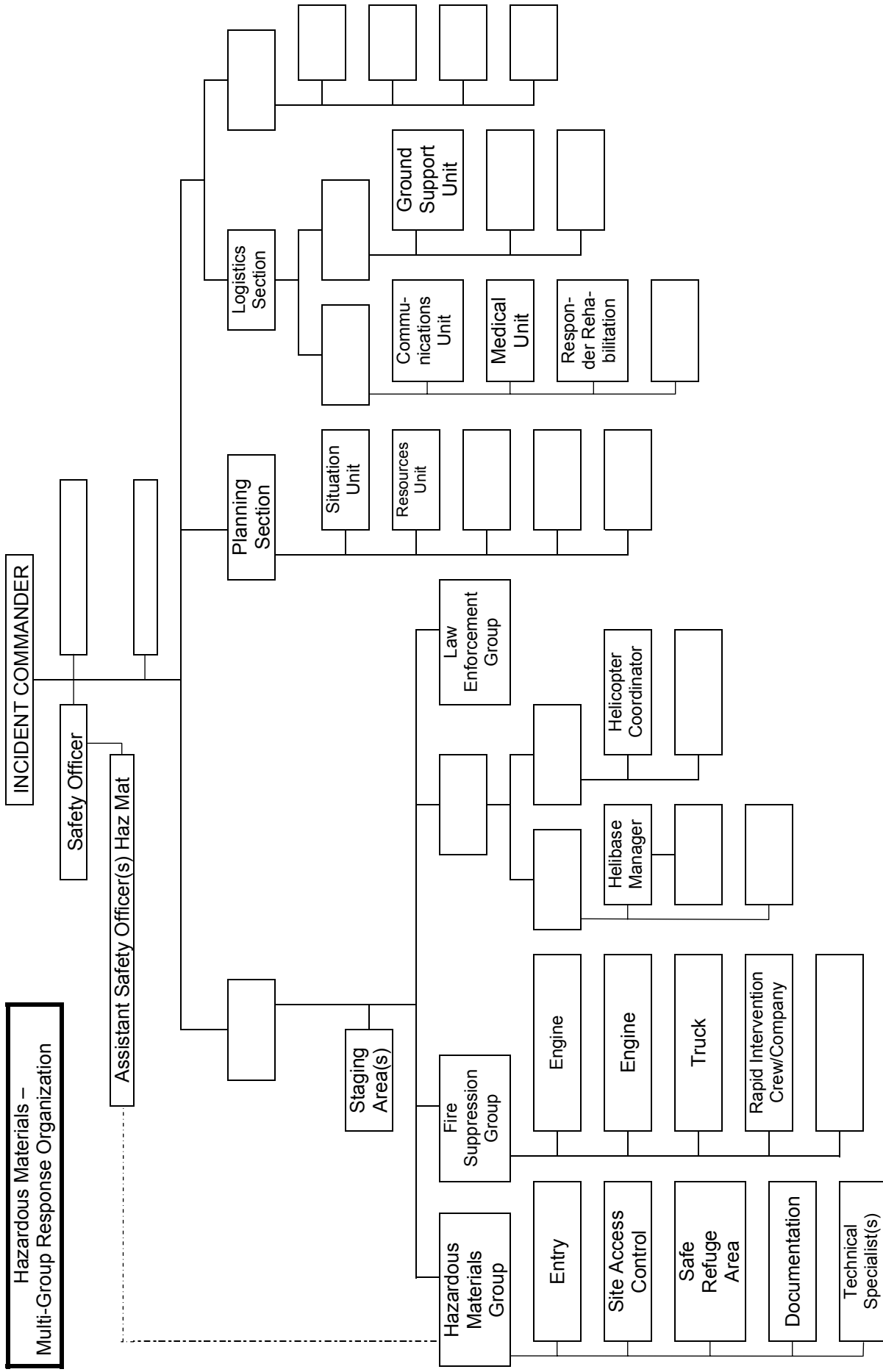
Multi-Branch - The Incident Commanders have activated all Command and General Staff positions and have established four branches in the Operations Section.



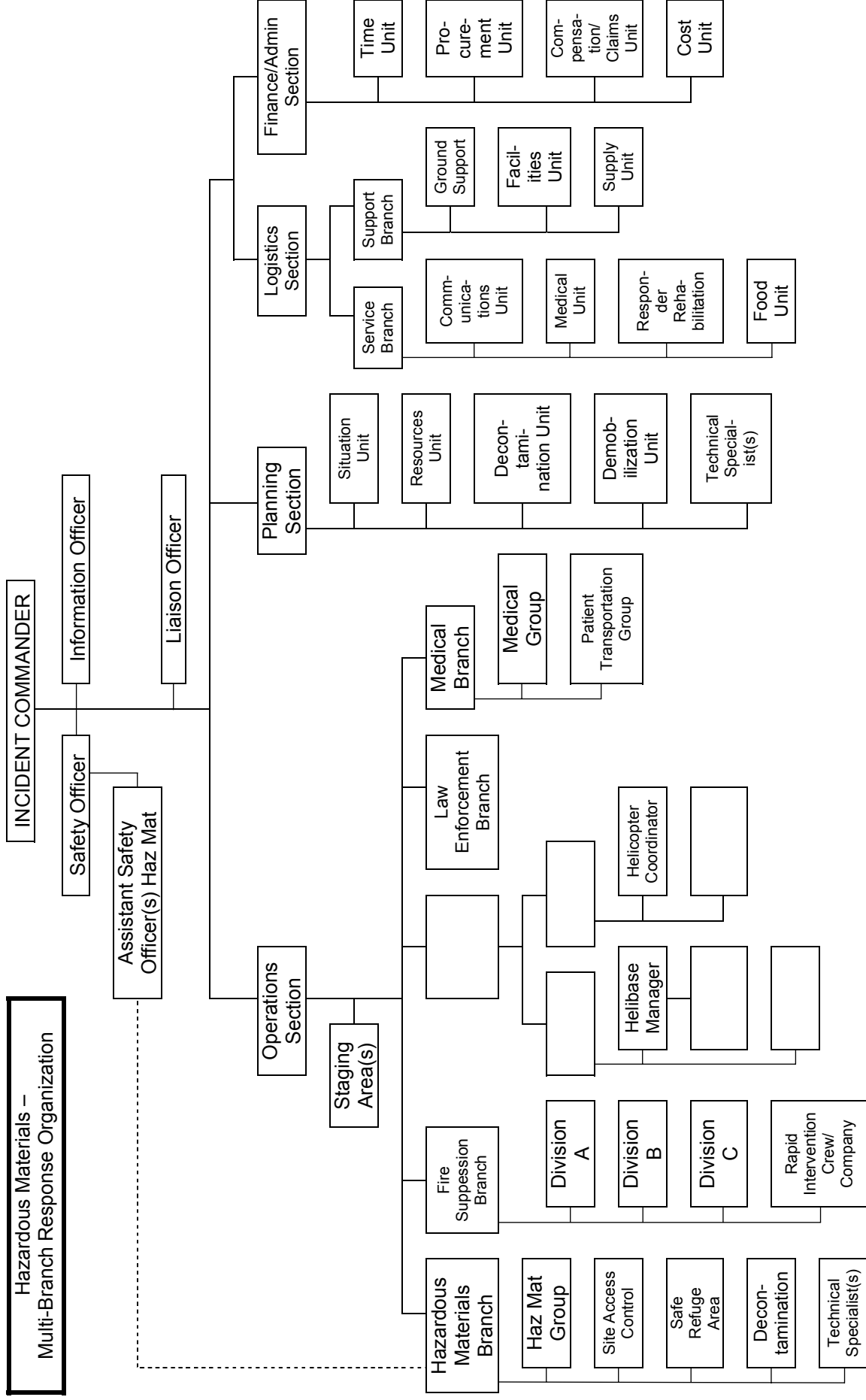
Hazardous Materials – Initial Response Organization (example): The Engine Company has arrived to find a release of a Hazardous Materials and is initiating immediate actions to isolate the area (Site Access). In addition, the Company Officer has assumed Incident Command and is ordering additional resources.



Hazardous Materials – Reinforced Response Organization (example): The Hazardous Materials response has been reinforced and a Hazardous Materials Group has been established to deal with the release. Law Enforcement responsibilities of scene security and crowd control will be assessed and handled by a Law Enforcement Group. The Planning Section Chief will accomplish initial planning and resource tracking.



Hazardous Materials – Multi-Group Response Organization (example): Additional resources have arrived and the incident Commander has established a Fire Suppression Group to address other risks on the incident. Aviation resources are assigned and appropriate supervision is established. Planning and Logistics Sections are partially established. An Assistant Safety Officer is specifically assigned to the Hazardous Materials Group.



Hazardous Materials – Multi-Branch Response (example): In this case, the incident now includes more than just a Hazardous Materials release. Therefore, the complexity of the incident requires an Operations Section Chief be assigned as well as the balance of the Command and General Staff positions. Operational control is now enhanced by the assignment of Branch Directors.

POSITION CHECKLISTS

HAZARDOUS MATERIALS GROUP SUPERVISOR (ICS-HM-222-1) - The Hazardous Materials Group Supervisor or Hazardous Materials Branch Director reports to the Operations Section Chief. The Hazardous Materials Group Supervisor is responsible for the implementation of the phases of the Incident Action Plan dealing with the Hazardous Materials Group operations. The Hazardous Materials Group Supervisor is responsible for the assignment of resources within the Hazardous Materials Group, reporting on the progress of control operations and the status of resources within the Group. The Hazardous Materials Group Supervisor directs the overall operations of the Hazardous Materials Group.

- a. Review Common Responsibilities (Page 1-2).
- b. Ensure the development of Control Zones and Access Control Points and the placement of appropriate control lines.
- c. Evaluate and recommend public protection action options to the Operations Chief or Branch Director (if activated).
- d. Ensure that current weather data and future weather predictions are obtained.
- e. Establish environmental monitoring of the hazard site for contaminants.
- f. Ensure that a Site Safety and Control Plan (ICS Form 208) is developed and implemented.
- g. Conduct safety meetings with the Hazardous Materials Group.
- h. Participate, when requested, in the development of the Incident Action Plan.
- i. Ensure that recommended safe operational procedures are followed.
- j. Ensure that the proper Personal Protective Equipment is selected and used.
- k. Ensure that the appropriate agencies are notified through the Incident Commander.
- l. Maintain Unit/Activity Log (ICS Form 214).

ENTRY LEADER (ICS-HM-222-2) - Reports to the Hazardous Materials Group Supervisor. The Entry Leader is responsible for the overall entry operations of assigned personnel within the Exclusion Zone.

- a. Review Common Responsibilities (Page 1-2).
- b. Supervise entry operations.
- c. Recommend actions to mitigate the situation within the Exclusion Zone.
- d. Carry out actions, as directed by the Hazardous Materials Group Supervisor, to mitigate the hazardous materials release or threatened release.
- e. Maintain communications and coordinate operations with the Decontamination Leader.
- f. Maintain communications and coordinate operations with the Site Access Control Leader and the Safe Refuge Area Manager (if activated).
- g. Maintain communications and coordinate operations with Technical Specialist-Hazardous Materials Reference.
- h. Maintain control of the movement of people and equipment within the Exclusion Zone, including contaminated victims.
- i. Direct rescue operations, as needed, in the Exclusion Zone.
- j. Maintain Unit/Activity Log (ICS Form 214).

DECONTAMINATION LEADER (ICS-HM-222-3) - Reports to the Hazardous Materials Group Supervisor. The Decontamination Leader is responsible for the operations of the decontamination element, providing decontamination as required by the Incident Action Plan.

- a. Review Common Responsibilities (Page 1-2).
- b. Establish the Contamination Reduction Corridor(s).
- c. Identify contaminated people and equipment.
- d. Supervise the operations of the decontamination element in the process of decontaminating people and equipment.
- e. Control the movement of people and equipment within the
- f. Contamination Reduction Zone.
- g. Maintain communications and coordinate operations with the Entry Leader.
- h. Maintain communications and coordinate operations with the Site Access Control Leader and the Safe Refuge Area Manager (if activated).
- i. Coordinate the transfer of contaminated patients requiring medical attention (after decontamination) to the Medical Group.
- j. Coordinate handling, storage, and transfer of contaminants within the Contamination Reduction Zone.
- k. Maintain Unit/Activity Log (ICS Form 214).

SITE ACCESS CONTROL LEADER (ICS-HM-222-4) - Reports to the Hazardous Materials Group Supervisor. The Site Access Control Leader is responsible for the control of the movement of all people and equipment through appropriate access routes at the hazard site and ensures that contaminants are controlled and records are maintained.

- a. Review Common Responsibilities (Page 1-2).
- b. Organize and supervise assigned personnel to control access to the hazard site.
- c. Oversee the placement of the Exclusion Control Line and the Contamination Control Line.
- d. Ensure that appropriate action is taken to prevent the spread of contamination.
- e. Establish the Safe Refuge Area within the Contamination Reduction Zone. Appoint a Safe Refuge Area Manager (as needed).
- f. Ensure that injured or exposed individuals are decontaminated prior to departure from the hazard site.
- g. Track the movement of persons passing through the Contamination Control Line to ensure that long-term observations are provided.
- h. Coordinate with the Medical Group for proper separation and tracking of potentially contaminated individuals needing medical attention.
- i. Maintain observations of any changes in climatic conditions or other circumstances external to the hazard site.
- j. Maintain communications and coordinate operations with the Entry Leader.
- k. Maintain communications and coordinate operations with the Decontamination Leader.
- l. Maintain Unit/Activity Log (ICS Form 214).

ASSISTANT SAFETY OFFICER - HAZARDOUS MATERIALS (ICS-HM-222-5) -Reports to the incident Safety Officer as an Assistant Safety Officer and coordinates with the Hazardous Materials Group Supervisor or Hazardous Materials Branch Director if activated. The Assistant Safety Officer-Hazardous Materials coordinates safety related activities directly relating to the Hazardous Materials Group operations as mandated by 29 CFR Part 1910.120 and applicable state and local laws. This position advises the Hazardous Materials Group Supervisor (or Hazardous Materials Branch Director) on all aspects of health and safety and has the authority to stop or prevent unsafe acts. It is mandatory that an Assistant Safety Officer-Hazardous Materials be appointed at all hazardous materials incidents. In a multi-activity incident the Assistant Safety Officer-Hazardous Materials does not act as the Safety Officer for the overall incident.

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain briefing from the Hazardous Materials Group Supervisor.
- c. Participate in the preparation of, and implement the Site Safety and Control Plan (ICS Form 208).
- d. Advise the Hazardous Materials Group Supervisor (or Hazardous Materials Branch Director) of deviations from the Site Safety and Control Plan (ICS Form 208) or any dangerous situations.
- e. Has authority to alter, suspend, or terminate any activity that may be judged to be unsafe.
- f. Ensure the protection of the Hazardous Materials Group personnel from physical, environmental, and chemical hazards/exposures.
- g. Ensure the provision of required emergency medical services for assigned personnel and coordinate with the Medical Unit Leader.
- h. Ensure that medical related records for the Hazardous Materials Group personnel are maintained.
- i. Maintain Unit/Activity Log (ICS Form 214).

TECHNICAL SPECIALIST-HAZARDOUS MATERIALS REFERENCE (ICS-HM-222-6) - Reports to the Hazardous Materials Group Supervisor (or Hazardous Materials Branch Director if activated). This position provides technical information and assistance to the Hazardous Materials Group using various reference sources such as computer databases, technical journals, CHEMTREC, and phone contact with facility representatives. The Technical Specialist-Hazardous Materials Reference may provide product identification using hazardous categorization tests and/or any other means of identifying unknown materials.

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain briefing from the Planning Section Chief or assigned supervisor.
- c. Provide technical support to the Hazardous Materials Group Supervisor.
- d. Maintain communications and coordinate operations with the Entry Leader.
- e. Provide and interpret environmental monitoring information.
- f. Provide analysis of hazardous material sample.
- g. Determine personal protective equipment compatibility to hazardous material.
- h. Provide technical information of the incident for documentation.
- i. Provide technical information management with public and private agencies i.e.: Poison Control Center, Toxicology Center, CHEMTREC, State Department of Food and Agriculture, National Response Team.

- j. Assist Planning Section with projecting the potential environmental effects of the release.
- k. Maintain Unit/Activity Log (ICS Form 214).

SAFE REFUGE AREA MANAGER (ICS-HM-222-7) - The Safe Refuge Area Manager reports to the Site Access Control Leader and coordinates with the Decontamination Leader and the Entry Leader. The Safe Refuge Area Manager is responsible for evaluating and prioritizing victims for treatment, collecting information from the victims, and preventing the spread of contamination by these victims. If there is a need for the Safe Refuge Area Manager to enter the Contamination Reduction Zone in order to fulfill assigned responsibilities then the appropriate Personal Protective Equipment shall be worn.

- a. Review Common Responsibilities (Page 1-2).
- b. Establish the Safe Refuge Area within the Contamination Reduction Zone adjacent to the Contamination Reduction Corridor and the Exclusion Control Line.
- c. Monitor the hazardous materials release to ensure that the Safe Refuge Area is not subject to exposure.
- d. Assist the Site Access Control Leader by ensuring the victims are evaluated for contamination.
- e. Manage the Safe Refuge Area for the holding and evaluation of victims who may have information about the incident, or if suspected of having contamination.
- f. Maintain communications with the Entry Leader to coordinate the movement of victims from the Refuge Area(s) in the Exclusion Zone to the Safe Refuge Area.
- g. Maintain communications with the Decontamination Leader to coordinate the movement of victims from the Safe Refuge Area into the Contamination Reduction Corridor, if needed.
- h. Maintain Unit/Activity Log (ICS Form 214).

ASSISTING AGENCIES

LAW ENFORCEMENT - Local, State, and Federal law enforcement agencies may respond to Hazardous Materials incidents. Depending on incident factors, law enforcement may be a partner in Unified Command or may participate as an assisting agency. Some functional responsibilities that may be handled by law enforcement are:

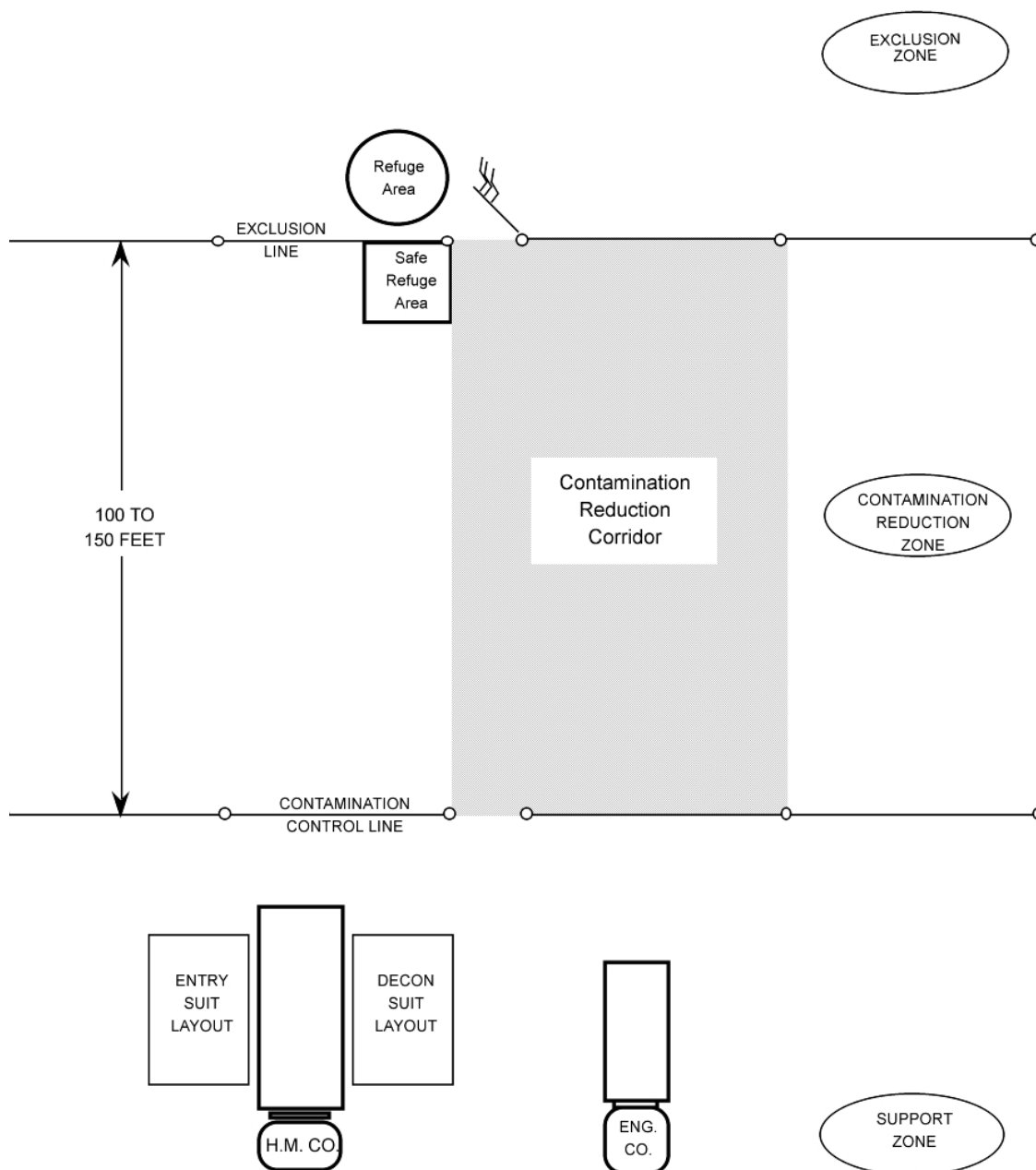
- a. Isolate the incident area.
- b. Manage crowd control.
- c. Manage traffic control.
- d. Manage public protective action.
- e. Provide scene management for on-highway incidents.
- f. Manage criminal investigations.
- g. Evidence collection.

ENVIRONMENTAL HEALTH AGENCIES - In most cases the local or State environmental health agency will be at the scene as a partner in Unified Command. Some functional responsibilities that may be handled by environmental health agencies are:

- a. Determine the identity and nature of the Hazardous Materials.
- b. Establish the criteria for clean up and disposal of the Hazardous Materials.
- c. Declare the site safe for re-entry by the public.
- d. Provide the medical history of exposed individuals.
- e. Monitor the environment.
- f. Supervise the clean up of the site.
- g. Enforce various laws and acts.
- h. Determine legal responsibility.
- i. Provide technical advice.
- j. Approve funding for the clean up.

CIVIL SUPPORT TEAM (CST) – The California National Guard (CNG) Weapons of Mass Destruction Civil Support Teams (CST) are designed to support local incident commanders and local emergency first responders twenty-four (24) hours a day, seven days per week for any Weapons of Mass Destruction (WMD) terrorist event.

CONTROL ZONE LAYOUT



HAZARDOUS MATERIALS COMPANY TYPES COMPANY TYPING AND MINIMUM STANDARDS

Components	Type I	Type II	Type III
Field Testing	Known Chemicals	Known Chemicals	Known Chemicals
	Unknown Chemicals	Unknown Chemicals	
	WMD Chem / Bio		
Air Monitoring	Combustible Gas Oxygen Carbon Monoxide Hydrogen Sulfide	Combustible Gas Oxygen Carbon Monoxide Hydrogen Sulfide	Combustible Gas Oxygen Carbon Monoxide Hydrogen Sulfide
	Specialty Gases Hydrocarbon Liquid Vapors	Specialty Gases Hydrocarbon Liquid Vapors	
	WMD Chem / Bio		
Sampling: Capturing Labeling Evidence Collection	Known Chemicals	Known Chemicals	Known Chemicals
	Unknown Chemicals	Unknown Chemicals	
	WMD Chem / Bio		
Radiation Monitoring And Detection	Gamma	Gamma	Gamma
	Beta	Beta	
	Alpha	Alpha	
	Radio Nuclei		
Chemical Protective Clothing: Ensembles	Liquid-Splash Protective	Liquid-Splash Protective	Liquid-Splash Protective
	Vapor Protective	Vapor Protective	
	Flash Fire Vapor Protective	Flash Fire Vapor Protective	
	WMD Chem / Bio Vapor Protective		
	WMD Chem / Bio Liquid Splash Protective		

Components	Type I	Type II	Type III
Chemical Protective Clothing: Gloves - Boots	NFPA Compliant Replacement	NFPA Compliant Replacement	NFPA Compliant Replacement
	Hi-Temp. Protective Gloves Cryogenic Protective Gloves	Hi-Temp. Protective Gloves Cryogenic Protective Gloves	
	Radiation Protection Gloves		
Technical Reference	Printed and Electronic	Printed and Electronic	Printed and Electronic
	Plume Air Modeling, Map Overlays	Plume Air Modeling, Map Overlays	
	WMD Chem / Bio Sources		
Special Capabilities	Heat Sensing	Heat Sensing	
	Night Vision	Night Vision	
	Digital Photo	Digital Photo	
	Digital Video		
Intervention	Diking, Damming, Absorption	Diking, Damming, Absorption	Diking, Damming, Absorption
	Liquid, Solid Leak Intervention	Liquid, Solid Leak Intervention	Liquid, Solid Leak Intervention
	Vapor Leak Intervention	Vapor Leak Intervention	
	Neutralization, Plugging, Patching	Neutralization, Plugging, Patching	
	WMD Chem / Bio Spill Containment		
Decontamination Primary	Known Chemicals	Known Chemicals	Known Chemicals
	Unknown Chemicals	Unknown Chemicals	
	WMD Chem / Bio		
Communications	In-Suit	In-Suit	In-Suit
	Cell Phone	Cell Phone	Cell Phone
	Wireless Fax, Copy, Web Access	Wireless Fax, Copy, Web Access	

Components	Type I	Type II	Type III
Respiratory Protection	SCBA	SCBA	SCBA
	Umbilical Air Support		
	APR or PAPR, WMD Chem / Bio Compliant		
Personnel: Training & Staffing	Haz Mat Specialist ② WMD Chem / Bio ③ 7 ④	Haz Mat Specialist ② 5 ④	Haz Mat Technician ① 5 ④

1. All company personnel must meet the hazardous materials training requirements for Technician in CCR Title 19, Section 2520.
2. All company personnel must meet the hazardous materials training requirements for Specialist in CCR Title 19, Section 2520.
3. All company personnel trained to WMD Chem / Bio: Training shall be, at a minimum, equivalent to the 24-hour CSTI curricula "Technician Specialist Terrorism".
4. One company member trained to minimum level of Assistant Safety Officer HAZMAT (ICS-HM-222-5).
5. The explanation of components and criteria document will be located in the OSD and in the FIREScope website (www.firescope.org).
6. Hazardous Materials Company: Any piece(s) of equipment having the capabilities, PPE, equipment, and complement of personnel as specified in the Hazardous Materials Company Types and Minimum Standards found in the Field Operations Guide (ICS 420-1).

CHAPTER 14

MULTI-CASUALTY

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MEDICAL BRANCH

DEFINITION

The Medical Branch structure is designed to provide the Incident Commander with a basic, expandable system for managing a large number of patients during an incident. If incident conditions warrant, one or more additional Medical Groups may be established under the Medical Branch Director. The degree of implementation will depend upon the complexity of the incident.

MULTI-CASUALTY ICS FORMS

ICS-MC-305 Multi-Casualty Branch Worksheet
ICS-MC-306 Multi-Casualty Recorder Worksheet
ICS-MC-308 Multi-Casualty Hospital Resource Availability
ICS-MC-310 Multi-Casualty Ambulance Resource Status
ICS-MC-312 Medical Supply Receipt and Inventory

MODULAR DEVELOPMENT

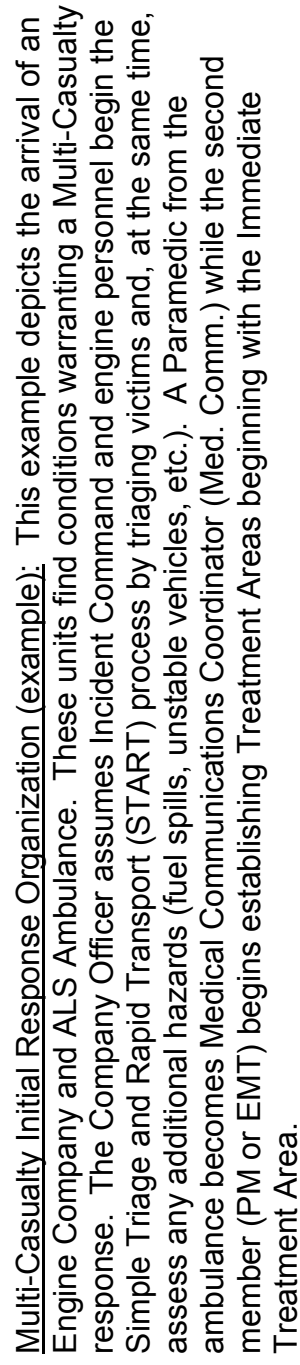
A series of examples for the modular development of the Medical Branch within an incident involving mass casualties are included to illustrate one possible method of expanding the incident organization.

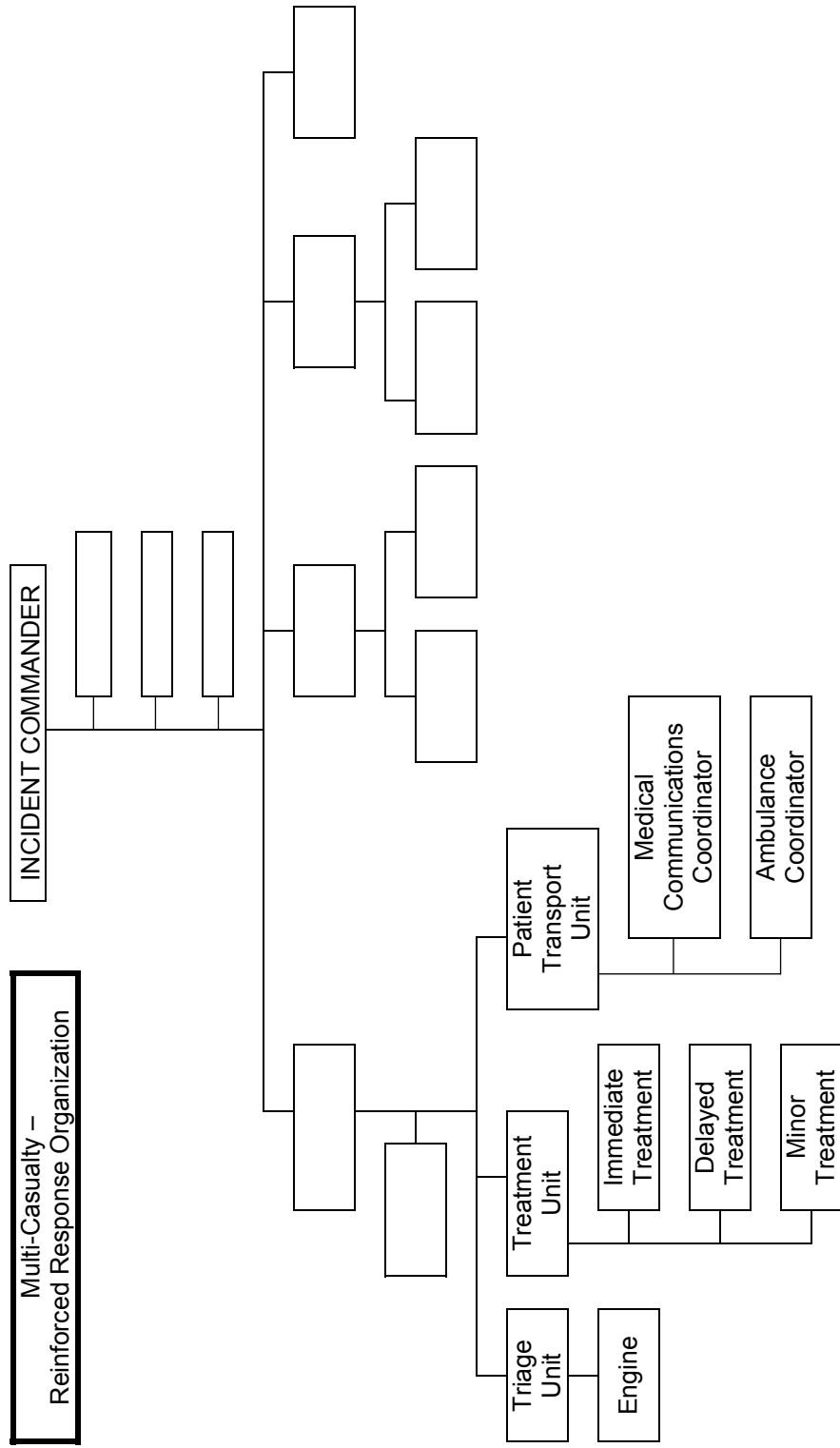
Initial Response Organization: Initial response resources are managed by the Incident Commander who will handle all Command and General Staff responsibilities. The first arriving resource with the appropriate communications capability should establish communications with the appropriate hospital or other coordinating facility and become the Medical Communications Coordinator. Other first arriving resources would become Triage Personnel.

Reinforced Response Organization: In addition to the initial response, the Incident Commander establishes a Triage Unit Leader, a Treatment Unit Leader, Patient Transport Unit Leader and Ambulance Coordinator. Also, patient treatment areas are established and staffed.

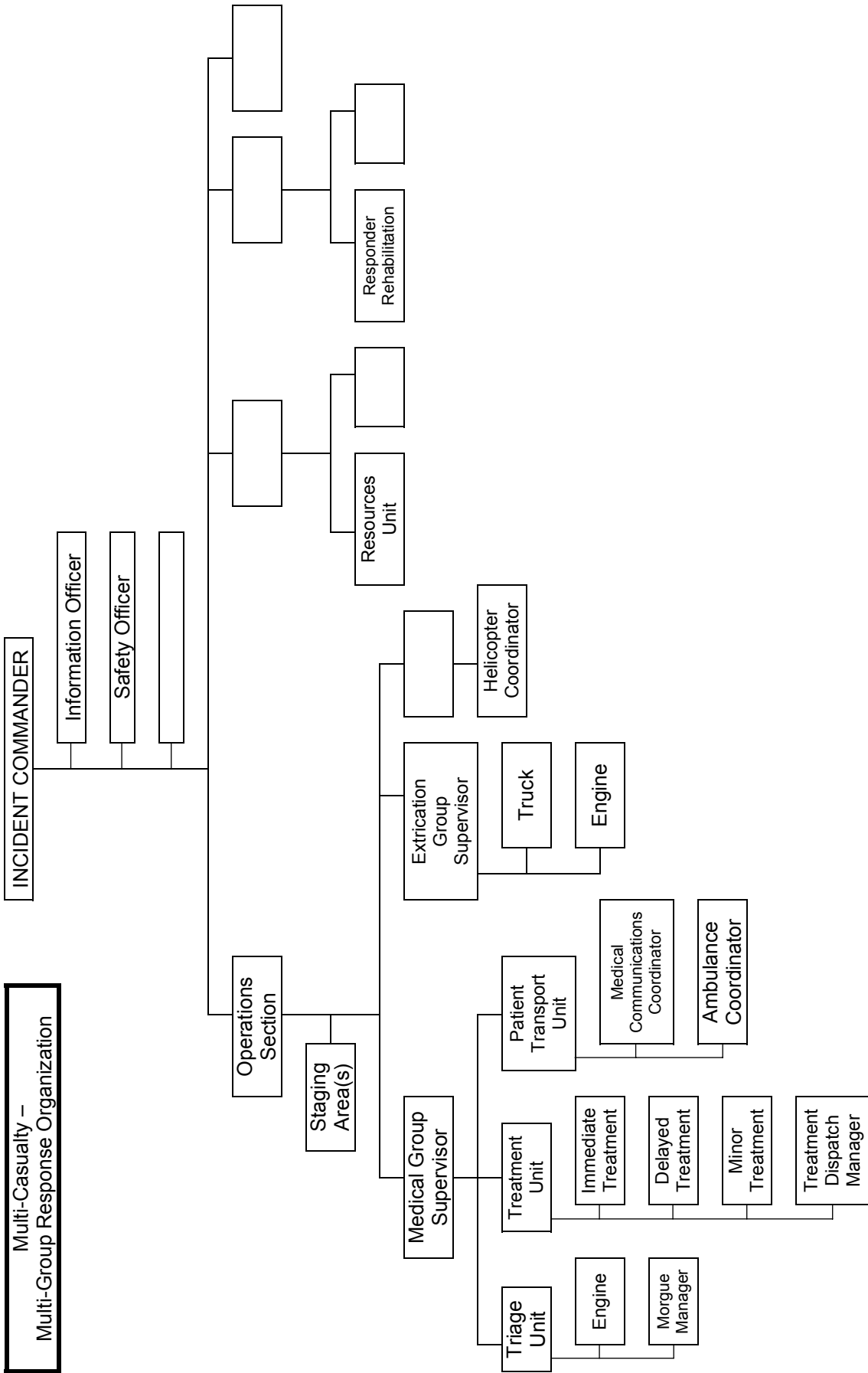
Multi-Group Response: All positions within the Medical Group are now filled. The Air Operations Branch is shown to illustrate the coordination between the Ambulance Coordinator and the Air Operations Branch. An Extrication Group is established to free entrapped victims.

Multi-Branch Incident Organization: The complete incident organization shows the Multi-Casualty Branch and other Branches. The Multi-Casualty Branch now has multiple Medical Groups (geographically separate) but only one Patient Transportation Group. This is because all patient transportation must be coordinated through one point to avoid overloading hospitals or other medical facilities.

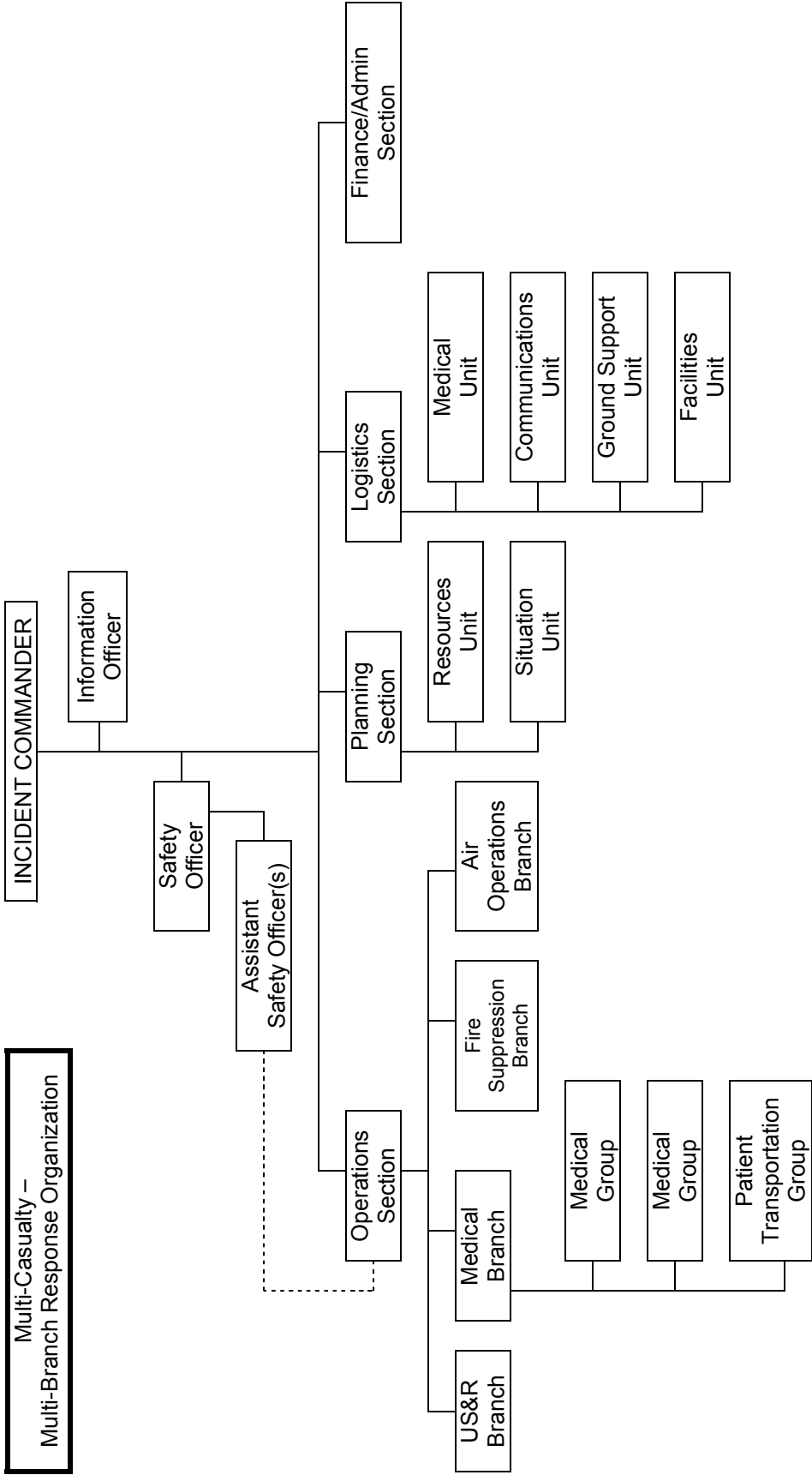




Multi-Casualty – Reinforced Response Organization (example): With the arrival of additional engine companies, an additional ambulance and an Ambulance Supervisor, the Incident Command has established Unit Leaders, reinforced the Treatment Areas, established a Patient Transport Unit and activated an Ambulance Coordinator.



Multi-Casualty Multi-Group Response Organization (example): The Medical Group supervisor is managing the treatment and transportation of the injured. In most cases triage would be winding down and those personnel can be assigned to treatment area. A Helicopter Coordinator is assigned to work with the Patient Transport Unit in coordinating air transportation of patients to distant facilities. The Operations Section Chief has now turned attention to those victims who may be entangled or entombed by establishing an Extrication Group. Other elements of the Command Staff are activated as well as elected elements of the Planning and Logistics Sections.



Multi-Casualty – Multi-Branch Response Organization (example): Multiple Medical Groups are working an especially widespread incident. The Patient Transportation Unit has been upgraded to a Group to more effectively handle the multiple transport needs. Other Branches (US&R, Fire Suppression and Air Operations) are activated. Selected Sections and Units of the General Staff are activated. Assistant Safety Officers are assigned within the Operations Section, US&R, and Fire Suppression.

POSITION CHECKLISTS

MEDICAL BRANCH DIRECTOR (ICS-MC-222-1) - The Medical Branch Director is responsible for the implementation of the Incident Action Plan within the Medical Branch. The Branch Director reports to the Operations Section Chief and supervises the Medical Group(s) and the Patient Transportation function (Unit or Group). Patient Transportation may be upgraded from a Unit to a Group based on the size and complexity of the incident.

- a. Review Common Responsibilities (Page 1-2).
- b. Review Group Assignments for effectiveness of current operations and modify as needed.
- c. Provide input to Operations Section Chief for the Incident Action Plan.
- d. Supervise Branch activities.
- e. Report to Operations Section Chief on Branch activities.
- f. Maintain Unit/Activity Log (ICS Form 214).

MEDICAL GROUP/DIVISION SUPERVISOR (ICS-MC-222-3) - The Medical Group/Division Supervisor reports to the Medical Branch Director and supervises the Triage Unit Leader, Treatment Unit Leader, Patient Transportation Unit Leader and Medical Supply Coordinator. The Medical Group/Division Supervisor establishes command and controls the activities within a Medical Group

- a. Review Common Responsibilities (Page 1-2).
- b. Participate in Medical Branch/Operations Section planning activities.
- c. Establish Medical Group with assigned personnel, request additional personnel and resources sufficient to handle the magnitude of the incident.
- d. Designate Unit Leaders and Treatment Area locations as appropriate.
- e. Isolate Morgue and Minor Treatment Area from Immediate and Delayed Treatment Areas.
- f. Request law enforcement/coroner involvement as needed.
- g. Determine amount and types of additional medical resources and supplies needed to handle the magnitude of the incident (medical caches, backboards, litters, and cots).
- h. Ensure activation or notification of hospital alert system, local EMS/health agencies.
- i. Direct and/or supervise on-scene personnel from agencies such as Coroner's Office, Red Cross, law enforcement, ambulance companies, county health agencies, and hospital volunteers.
- j. Request proper security, traffic control, and access for the Medical Group work areas.
- k. Direct medically trained personnel to the appropriate Unit Leader.
- l. Maintain Unit/Activity Log (ICS Form 214).

TRIAGE UNIT LEADER (ICS-MC-222-5) - The Triage Unit Leader reports to the Medical Group Supervisor and supervises Triage Personnel/Litter Bearers and the Morgue Manager. The Triage Unit Leader assumes responsibility for providing triage management and movement of patients from the triage area. When triage has been completed, the Unit Leader may be reassigned as needed.

- a. Review Common Responsibilities (Page 1-2).
- b. Review Unit Leader Responsibilities (Page 1-2).
- c. Develop organization sufficient to handle assignment.

- d. Inform Medical Group Supervisor of resource needs.
- e. Implement triage process.
- f. Coordinate movement of patients from the Triage Area to the appropriate Treatment Area.
- g. Give periodic status reports to Medical Group Supervisor.
- h. Maintain security and control of the Triage Area.
- i. Establish Morgue.
- j. Maintain Unit/Activity Log (ICS Form 214).

TRIAGE PERSONNEL- Triage Personnel report to the Triage Unit Leader and triage patients and assign them to appropriate treatment areas.

- a. Review Common Responsibilities (Page 1-2).
- b. Report to designated on-scene triage location.
- c. Triage and tag injured patients. Classify patients while noting injuries and vital signs if taken.
- d. Direct movement of patients to proper Treatment Areas.
- e. Provide appropriate medical treatment to patients prior to movement as incident conditions dictate.

MORGUE MANAGER - The Morgue Manager reports to the Triage Unit Leader and assumes responsibility for Morgue Area functions until properly relieved.

- a. Review Common Responsibilities (Page 1-2).
- b. Assess resource/supply needs and order as needed.
- c. Coordinate all Morgue Area activities.
- d. Keep area off limits to all but authorized personnel.
- e. Coordinate with law enforcement and assist the Coroner or Medical Examiner representative.
- f. Keep identity of deceased persons confidential.
- g. Maintain appropriate records.

TREATMENT UNIT LEADER (ICS-MC-222-4) - The Treatment Unit Leader reports to the Medical Group Supervisor and supervises Treatment Managers and the Treatment Dispatch Manager. The Treatment Unit Leader assumes responsibility for treatment, preparation for transport, and directs movement of patients to loading location(s).

- a. Review Common Responsibilities (Page 1-2).
- b. Review Unit Leader Responsibilities (Page 1-2).
- c. Develop organization sufficient to handle assignment.
- d. Direct and supervise Treatment Dispatch, Immediate, Delayed, and Minor Treatment Areas.
- e. Coordinate movement of patients from Triage Area to Treatment Areas with Triage Unit Leader.
- f. Request sufficient medical caches and supplies as necessary.
- g. Establish communications and coordination with Patient Transportation Unit Leader.

- h. Ensure continual triage of patients throughout Treatment Areas.
- i. Direct movement of patients to ambulance loading area(s).
- j. Give periodic status reports to Medical Group Supervisor.
- k. Maintain Unit/Activity Log (ICS Form 214)

TREATMENT DISPATCH MANAGER - The Treatment Dispatch Manager reports to the Treatment Unit Leader and is responsible for coordinating with The Patient Transportation Unit Leader (or Group Supervisor if established), the transportation of patients out of the Treatment Areas.

- a. Review Common Responsibilities (Page 1-2).
- b. Establish communications with the Immediate, Delayed, and Minor Treatment Managers.
- c. Establish communications with the Patient Transportation Unit Leader.
- d. Verify that patients are prioritized for transportation.
- e. Advise Medical Communications Coordinator of patient readiness and priority for transport.
- f. Coordinate transportation of patients with Medical Communications Coordinator.
- g. Assure that appropriate patient tracking information is recorded.
- h. Coordinate ambulance loading with the Treatment Managers and ambulance personnel.
- i. Maintain Unit/Activity Log (ICS Form 214)

IMMEDIATE TREATMENT AREA MANAGER - The Immediate Treatment Area Manager reports to the Treatment Unit Leader and is responsible for treatment and re-triage of patients assigned to Immediate Treatment Area.

- a. Review Common Responsibilities (Page 1-2).
- b. Request or establish Medical Teams as necessary.
- c. Assign treatment personnel to patients received in the Immediate Treatment Area.
- d. Ensure treatment of patients triaged to the Immediate Treatment Area.
- e. Assure that patients are prioritized for transportation.
- f. Coordinate transportation of patients with Treatment Dispatch Manager.
- g. Notify Treatment Dispatch Manager of patient readiness and priority for transportation.
- h. Assure that appropriate patient information is recorded.
- i. Maintain Unit/Activity Log (ICS Form 214)

DELAYED TREATMENT AREA MANAGER - The Delayed Treatment Area Manager reports to the Treatment Unit Leader and is responsible for treatment and re-triage of patients assigned to Delayed Treatment Area.

- a. Review Common Responsibilities (Page 1-2).
- b. Request or establish Medical Teams as necessary.
- c. Assign treatment personnel to patients received in the Delayed Treatment Area.
- d. Ensure treatment of patients triaged to the Delayed Treatment Area.
- e. Assure that patients are prioritized for transportation.
- f. Coordinate transportation of patients with Treatment Dispatch Manager.
- g. Notify Treatment Dispatch Manager of patient readiness and priority for transportation.
- h. Assure that appropriate patient information is recorded.
- i. Maintain Unit/Activity Log (ICS Form 214).

MINOR TREATMENT AREA MANAGER - The Minor Treatment Area Manager reports to the Treatment Unit Leader and is responsible for treatment and re-triage of patients assigned to Minor Treatment Area.

- a. Review Common Responsibilities (Page 1-2).
- b. Request or establish Medical Teams as necessary.
- c. Assign treatment personnel to patients received in the Minor Treatment Area.
- d. Ensure treatment of patients triaged to the Minor Treatment Area
- e. Assure that patients are prioritized for transportation.
- f. Coordinate transportation of patients with Treatment Dispatch Manager.
- g. Notify Treatment Dispatch Manager of patient readiness and priority for transportation.
- h. Assure that appropriate patient information is recorded.
- i. Maintain Unit/Activity Log (ICS Form 214)

PATIENT TRANSPORTATION UNIT LEADER OR GROUP SUPERVISOR (ICS-MC-222-2) -

The Patient Transportation Unit Leader reports to the Medical Group Supervisor and supervises the Medical Communications Coordinator, and the Ambulance Coordinator. The Patient Transportation Unit Leader is responsible for the coordination of patient transportation and maintenance of records relating to the patient's identification, condition, and destination. The Patient Transportation function may be initially established as a Unit and upgraded to a Group based on incident size or complexity.

- a. Review Common Responsibilities (Page 1-2).
- b. Insure the establishment of communications with hospital(s).
- c. Designate Ambulance Staging Area(s).
- d. Direct the off-incident transportation of patients as determined by The Medical Communications Coordinator.
- e. Assure that patient information and destination are recorded.
- f. Establish communications with Ambulance Coordinator.
- g. Request additional ambulances as required.
- h. Notify Ambulance Coordinator of ambulance requests.
- i. Coordinate requests for air ambulance transportation through the Air Operations Branch Director.
- j. Coordinate the establishment of the Air Ambulance Helispots with the Medical Branch Director and Air Operations Branch Director.
- k. Maintain Unit/Activity Log (ICS Form 214).

MEDICAL COMMUNICATIONS COORDINATOR (ICS-MC-222-7) - The Medical Communications Coordinator reports to the Patient Transportation Unit Leader, and maintains communications with the hospital alert system to maintain status of available hospital beds to assure proper patient transportation. The Medical Communication Coordinator assures proper patient transportation and destination.

- a. Review Common Responsibilities (Page 1-2).
- b. Establish communications with the hospital alert system.
- c. Determine and maintain current status of hospital/medical facility availability and capability.

- d. Receive basic patient information and condition from Treatment Dispatch Manager.
- e. Coordinate patient destination with the hospital alert system.
- f. Communicate patient transportation needs to Ambulance Coordinators based upon requests from Treatment Dispatch Manager.
- g. Communicate patient air ambulance transportation needs to the Air Operations Branch Director based on requests from the treatment area managers or Treatment Dispatch Manager.
- h. Maintain appropriate records and Unit/Activity Log (ICS Form 214)

GROUND AMBULANCE COORDINATOR (ICS-MC-222-8) - The Ground Ambulance Coordinator reports to the Patient Transportation Unit Leader, manages the Ambulance Staging Area(s), and dispatches ambulances as requested.

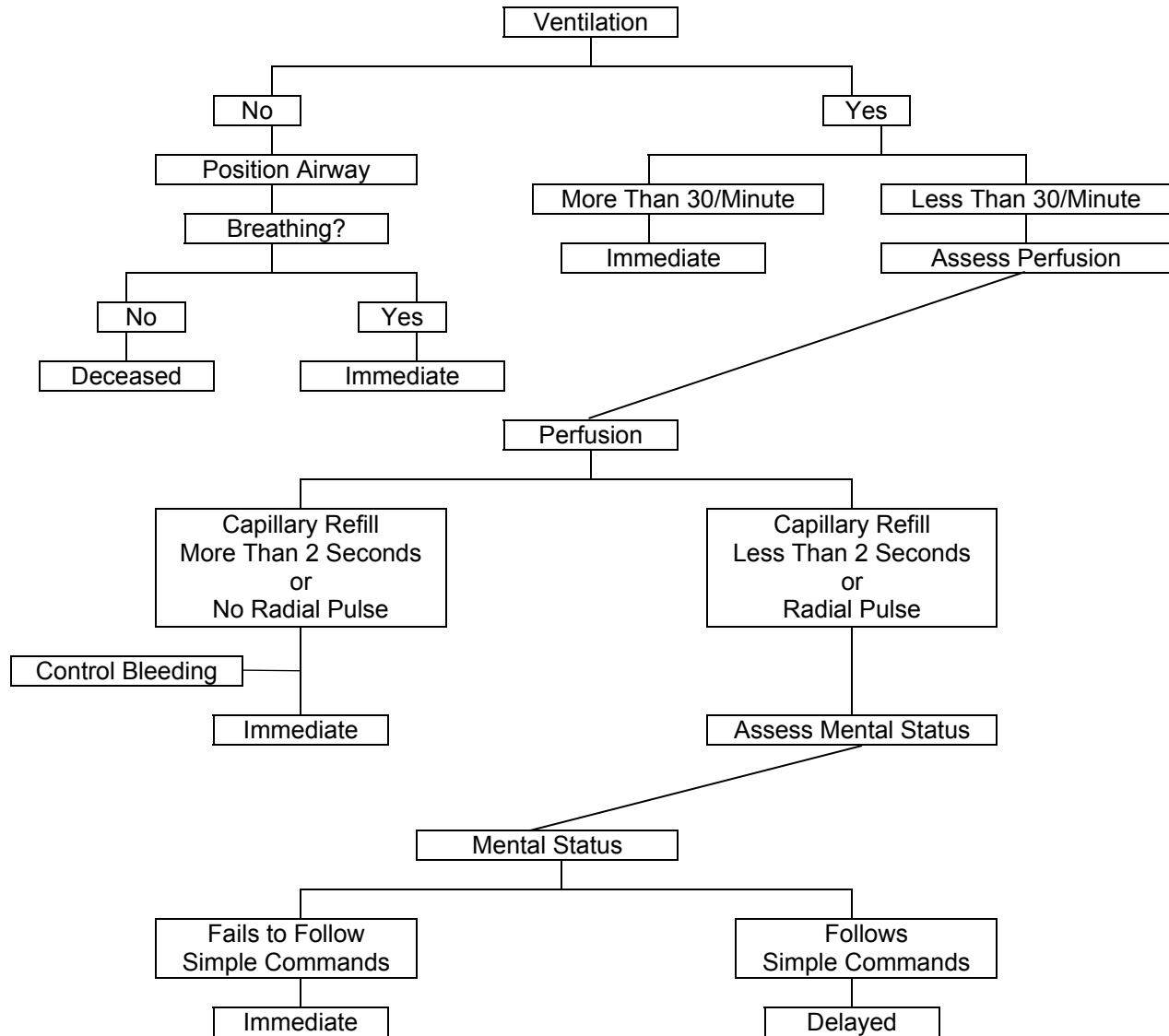
- a. Review Common Responsibilities (Page 1-2).
- b. Establish appropriate staging area for ambulances.
- c. Establish routes of travel for ambulances for incident operations.
- d. Establish and maintain communications with the Air Operations Branch Director regarding Air Ambulance Transportation assignments.
- e. Establish and maintain communications with the Medical Communications Coordinator and Treatment Dispatch Manager.
- f. Provide ambulances upon request from the Medical Communications Coordinator.
- g. Assure that necessary equipment is available in the ambulance for patient needs during transportation.
- h. Establish contact with ambulance providers at the scene.
- i. Request additional transportation resources as appropriate.
- j. Provide an inventory of medical supplies available at ambulance staging area for use at the scene.
- k. Maintain records as required and Unit/Activity Log (ICS Form 214)

MEDICAL SUPPLY COORDINATOR (ICS-MC-222-6) -The Medical Supply Coordinator reports to the Medical Group Supervisor and acquires and maintains control of appropriate medical equipment and supplies from units assigned to the Medical Group.

- a. Review Common Responsibilities (Page 1-2).
- b. Acquire, distribute and maintain status of medical equipment and supplies within the Medical Group*.
- c. Request additional medical supplies*
- d. Distribute medical supplies to Treatment and Triage Units.
- e. Maintain Unit/Activity Log (ICS Form 214).

* If the Logistics Section is established, this position would coordinate with the Logistics Section Chief or Supply Unit Leader.

SIMPLE TRIAGE AND RAPID TRANSPORT (START) SYSTEM FLOWCHART



NOTE: Once a patient reaches a triage level indicator in the algorithm (i.e. IMMEDIATE TAG box), triage of this patient should stop and the patient should be tagged accordingly.

CHAPTER 15**URBAN SEARCH AND RESCUE**

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INTRODUCTION

The Urban Search and Rescue (US&R) organizational module is designed to provide supervision and control of essential functions at incidents where technical rescue expertise and equipment are required for safe and effective rescue operations. US&R incidents can be caused by a variety of events such as an earthquake or terrorist incident that cause widespread damage to a variety of structures and entrap hundreds of people. Other examples of US&R events can range from mass transportation accidents with multiple victims to single site events such as a trench cave-in or confined space rescue involving only one or two victims. US&R operations are unique in that specialized training and equipment are required to mitigate the incident in the safest and most efficient manner possible.

Initial Urban Search and Rescue operations will be directed by the first arriving public safety officer who will assume command as the Incident Commander (IC). Subsequent changes in the incident command structure will be based on the resource and management needs of the incident following established ICS procedures.

Additional resources may include US&R Companies and US&R Crews specifically trained and equipped for urban search and rescue operations. The US&R Company is capable of conducting search and rescue operations at incidents where technical expertise and equipment are required. US&R Crews are trained urban search and rescue personnel dispatched to the incident without rescue equipment. US&R Companies and Crews can be assigned as a single resource, grouped to form US&R Strike Teams or added to other resources to form a Task Force. US&R Single Resources, Strike Teams, and Task Forces are managed the same as other incident resources.

Due to the unique hazards and complexity of urban search and rescue incidents the Incident Commander may need to request a wide variety and amount of multi-disciplinary resources.

US&R Companies and Crews are "typed" based on an identified operational capability. Four levels of US&R operational capability have been identified to assist the IC in requesting appropriate resources for the incident. These levels are based on five general construction categories and an increasing capability of conducting a rescue at specified emergency situations with an identified minimum amount of training and equipment.

The US&R Type-4 (Basic) Operational Level represents the minimum capability to conduct safe and effective search and rescue operations at incidents involving non-structural entrapment in non-collapsed structures.

The US&R Type-3 (Light) Operational Level represents the minimum capability to conduct safe and effective search and rescue operations at structure collapse incidents involving the collapse or failure of Light Frame Construction and low angle or one-person load rope rescue.

The US&R Type-2 (Medium) Operational Level represents the minimum capability to conduct safe and effective search and rescue operations at structure collapse incidents involving the collapse or failure of Heavy Wall Construction, high angle rope rescue (not including highline systems), confined space rescue (no permit required), and trench and excavation rescue.

The US&R Type-1 (Heavy) Operational Level represents the minimum capability to conduct safe and effective search and rescue operations at structure collapse incidents involving the collapse or failure of Heavy Floor, Pre-cast Concrete and Steel Frame Construction, high angle rope rescue (including highline systems), confined space rescue (permit required), and mass transportation rescue.

The Regional US&R Task Force Level is comprised of 29 people specially trained and equipped for large or complex Urban Search and Rescue operations. The multi-disciplinary organization provides five functional elements that include Supervision, Search, Rescue, Medical, and Logistics. The Regional US&R Task Force is totally self-sufficient for the first 24 hours. Transportation and logistical support is provided by the sponsoring agency and may be supported by the requesting agency.

State/National US&R Task Force is comprised of 70 people specially trained and equipped for large or complex Urban Search and Rescue operations. The multi-disciplinary organization provides seven functional elements that include Supervision, Search, Rescue, Haz-Mat, Medical, Logistics and Planning. The State/National US&R Task Force is designed to be used as a "single resource." However, each element of the Task Force is modularized into functional components and can be independently requested and utilized.

Urban Search and Rescue incidents may occur that will require rescue operations that exceed a resource's identified capability. When the magnitude or type of incident is not commensurate with a capability level, the IC will have the flexibility to conduct rescue operations in a safe and appropriate manner using existing resources within the scope of their training and equipment until adequate resources can be obtained or the incident is terminated.

ICS MODULAR DEVELOPMENT

The flexibility and modular expansion capabilities of the Incident Command System provides an almost infinite number of ways US&R resources can be arranged and managed. A series of modular development examples are included to illustrate several possible methods of expanding the incident organization based on existing emergency conditions, available resources, and incident objectives.

The ICS Modular Development examples shown are not meant to be restrictive, nor imply these are the only ways to build an ICS organizational structure to manage Urban Search and Rescue resources at an incident. To the contrary, the ICS Modular Development examples are provided only to show conceptually how one can arrange and manage resources at an Urban Search and Rescue incident that builds from an initial response to a Multi-Branch organization.

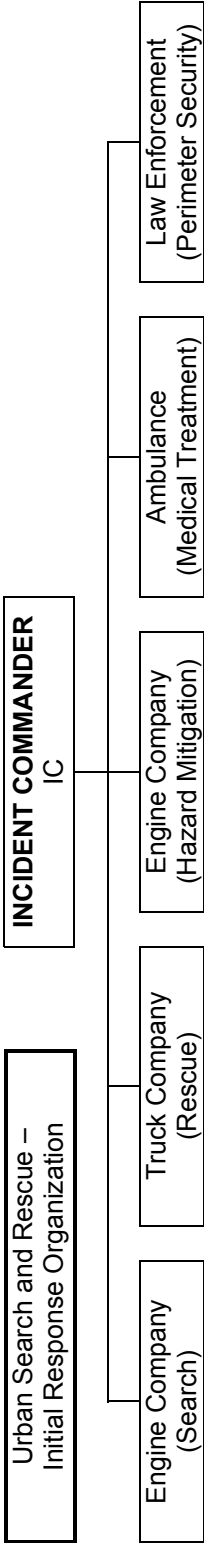
ICS MODULAR DEVELOPMENT EXAMPLES

Initial Response Organization (example): The first arriving Public Safety Officer will assume command of the incident as the Incident Commander (IC). The IC will assume all Command and General Staff functions and responsibilities and manage initial response resources. If the potential for escalation is low, then no specific ICS functional positions are established. If the incident requires an upgraded response, the IC should consider the early establishment of ICS positions. The following examples illustrate this modular growth of the ICS structure to keep pace with increased resource response.

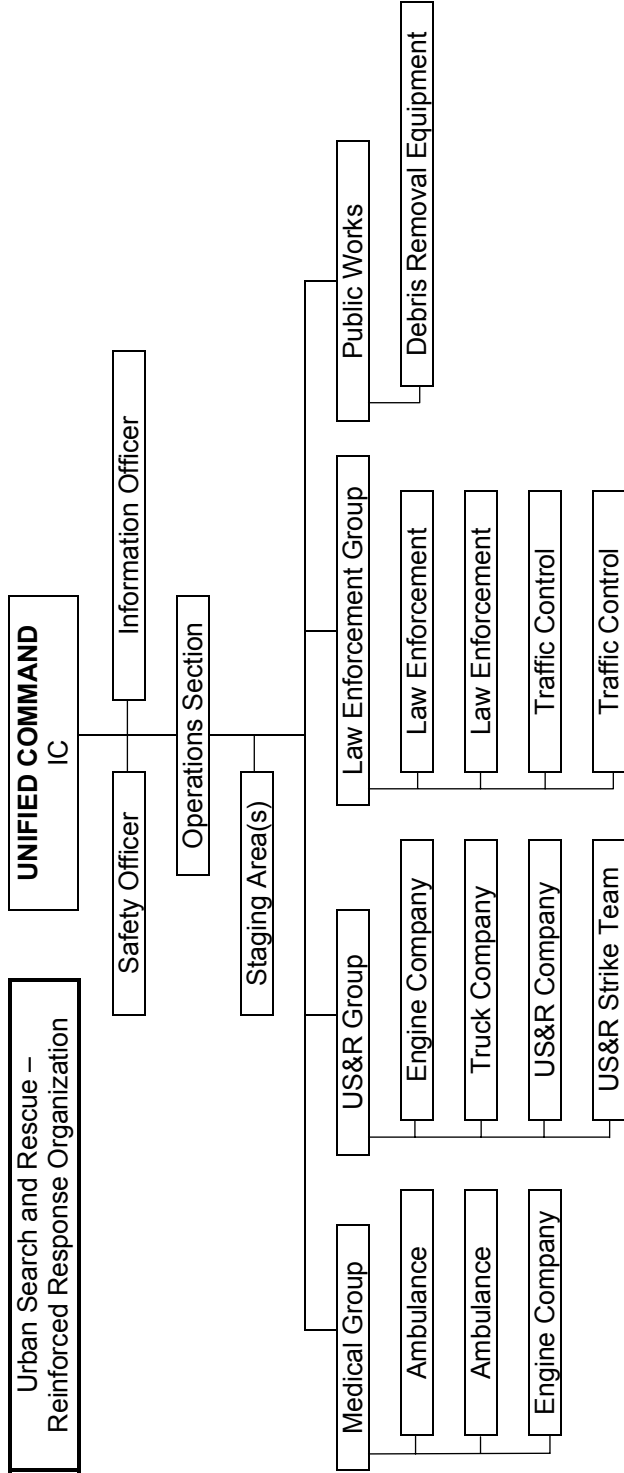
Reinforced Response Organization (example): In addition to the initial response, more Law Enforcement, local Engine and Truck Companies and Mutual Aid resources have arrived. The IC forms a Unified Command with the senior ranking Law Enforcement official on scene and has established a Safety Officer to assure personnel safety. A Public Information Officer has been assigned to manage the large media presence. An Operations Section has been assigned to manage the tactical assignments and responsibilities. A Staging Area is established to check in arriving resources. A US&R Group has been established to better coordinate the search and rescue efforts. Public Works is removing debris from the street to improve access and egress routes.

Multi-Group/Division Response Organization (example): The IC has added a Liaison Officer to the Command Staff to coordinate assisting agencies participation and assigned a Planning and Logistics Section. One US&R Technical Specialist who understands the unique complexities and resource requirements at US&R incidents is assigned to the Planning Section. The Operations Section has established several Groups and Divisions to better coordinate the large volume of diverse resources at the incident. A Law Group and Medical Group have been formed. One State/National US&R Task Force has arrived and is assigned to Division "A". One Structural Engineer Technical Specialist from the Planning Section is assigned to Division "B" to conduct structural damage assessment. A Handcrew Strike Team is assisting with debris removal.

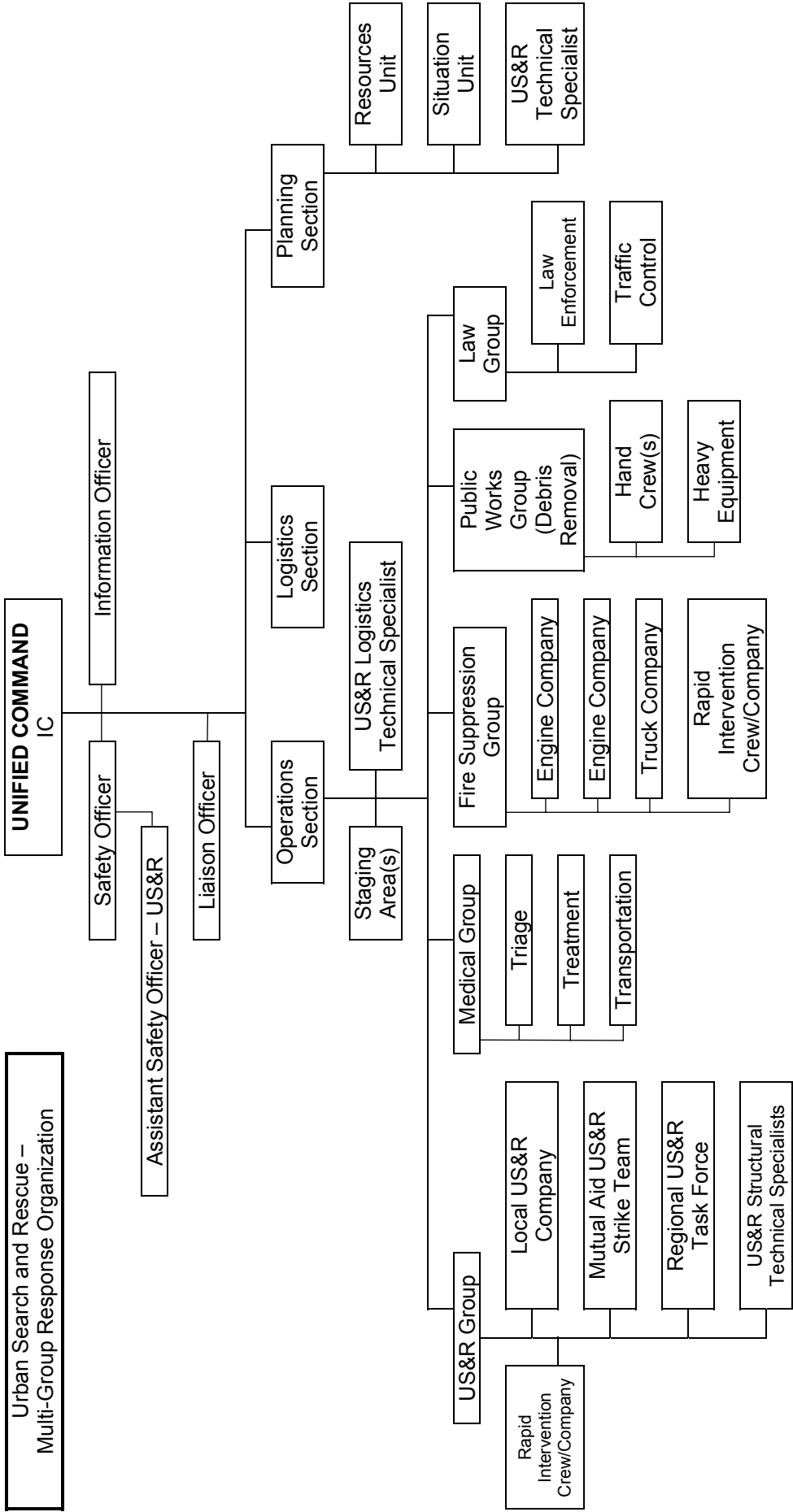
Multi-Branch Response Organization (example): The Incident Commander has assigned a Finance/Administration Section. The Operations Section has established five Branches with similar functions to better coordinate and manage resources. The Planning, Logistics and Finance/Administration Section have several Units operational to support the large amount of resources at the incident.



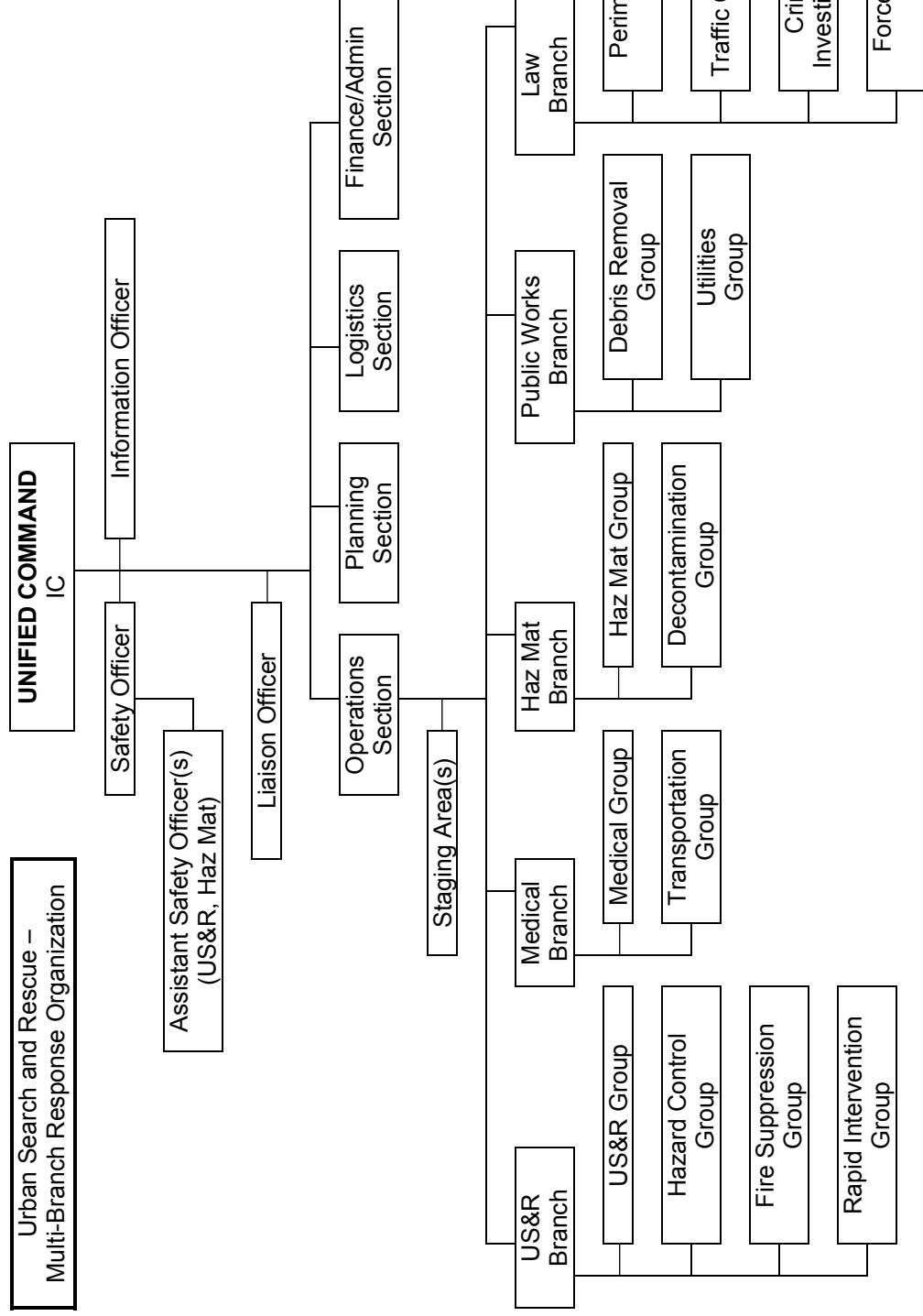
US&R Initial Response Organization (example): The first arriving Public Safety Officer will assume command of the incident as the Incident Commander (IC). The IC will assume all Command and General Staff functions and responsibilities and manage initial response resources. If the potential for escalation is low, then no specific ICS functional positions are established. If the incident requires an upgraded response, then the IC should consider the early establishment of ICS positions. The following examples illustrate this modular growth of the ICS structure to keep pace with increased resource response.



US&R Reinforced Response Organization (example): In addition to the initial response, more Law Enforcement, local Engine and Truck Companies and Mutual Aid resources have arrived. The IC forms a Unified Command with the senior ranking Law Enforcement official on scene and has established a Safety Officer to assure personnel safety. A Public Information Officer has been assigned to manage the large media presence. An Operations Section has been assigned to manage the tactical assignments and responsibilities. A Staging Area is established to check-in arriving resources. A US&R Group has been established to better coordinate the search and rescue efforts. Public Works is removing debris from the street to improve access and egress routes.



US&R Multi-Group Response Organization (example): The IC has added a Liaison Officer to the Command Staff to coordinate Assisting Agencies participation and assigned a Planning and Logistics Section. One US&R Technical Specialist who understands the unique complexities and resource requirements at US&R incidents is assigned to the Planning Section. The Operations Section has established several Groups and Divisions to better coordinate the large volume of diverse resources at the incident. A Law Group and Medical Group have been formed. A Regional US&R Task Force has been assigned to the US&R Group. One State/National US&R Task Force has arrived and is assigned to Division "A". One Structural Engineer Technical Specialist from the Planning Section is assigned to Division "B" to conduct structural damage assessment. A Handcrew Strike Team is assisting with debris removal.



US&R Multi-Branch Response Organization (example): The Incident Commander has assigned a Finance/Administration Section. The Operations Section has established five Branches with similar functions to better coordinate and manage resources. The Planning, Logistics and Finance/Administration Section have several Units operational to support the large amount of resources at the incident.

POSITION DESCRIPTIONS

ASSISTANT SAFETY OFFICER – URBAN SEARCH AND RESCUE – Reports to the Incident Safety Officer as an Assistant Safety Officer and coordinates with the appropriate supervisor. The Assistant Safety Officer-US&R must possess the appropriate training to coordinate safety related activities for US&R operations. This position advises the appropriate supervisor on all aspects of health and safety and has the authority to stop or prevent unsafe acts.

- a. Review Common Responsibilities.
- b. Obtain briefing from the appropriate supervisor.
- c. Participate in the preparation of and implement the Incident Safety Plan.
- d. Advise the appropriate supervisor of deviations from the Incident Safety Plan (ICS Form 208) or any dangerous situations.
- e. Has authority to alter, suspend, or terminate any activity that may be judged to be unsafe.
- f. Ensure the protection of personnel from physical, environmental, and chemical hazards/exposures.
- g. Ensure the provision of required emergency medical services for assigned personnel and coordinate with the Medical Unit Leader.
- h. Maintain unit records, including Unit/Activity Log (ICS Form 214).

US&R CANINE SEARCH SPECIALIST – Reports directly to the Search Team Manager. The US&R Canine Search Specialist is responsible for performing the canine search function of the incident. Responsibilities include searching collapsed structures, water, debris piles, land and mudslides, or fire areas as assigned, using appropriate search techniques and dog handler skills. The US&R Canine Search Specialist is responsible for documenting locations of alerts and estimating the status of victims and cooperating with and assisting other search and rescue resources.

- a. Review Common Responsibilities.
- b. Obtain briefing from appropriate supervisor.
- c. Accountable for all issued equipment.
- d. Performs additional tasks or duties as assigned during a mission.
- e. Maintain unit records, including Unit/Activity Log (ICS Form 214).

HEAVY EQUIPMENT AND RIGGING SPECIALIST – Initially reports to the Rescue Team Manager and may be assigned where their technical services are required. Responsible for performing construction related liaison to the rescue resources, and for assessing capabilities and the need for various heavy equipment.

- a. Review Common Responsibilities.
- b. Participate in the planning of rescue activities.
- c. Adhere to all safety procedures.
- d. Receive initial briefing from supervisor.
- e. Carry out tactical assignments as directed.
- f. Conduct an assessment of immediately available cranes and heavy equipment.
- g. Inspect equipment condition for safe operation and insure coverage by equipment agreement.

- h. Develop a contact list of equipment providers and establish a point of contact.
- i. Evaluate and advise on heavy equipment staging area requirements.
- j. Brief heavy equipment operators and construction officials regarding rescue operations.
- k. Ensure that heavy equipment operators are briefed on rescue site safety considerations and emergency signaling procedures.
- l. Identify various rigging techniques to assist in the rescue of victims or stabilization of collapsed buildings, including the development of rigging plans and procedures.
- m. Coordinate rigging and heavy equipment utilization for rescue operations with equipment operators and rescue personnel.
- n. Keep your immediate supervisor apprised of any tactical accomplishments or conflicts.
- o. Participate in operational briefings.
- p. Collect and transmit records and logs to Equipment Time Recorder and/or Rescue Team Manager at the end of each operational period.
- q. Provide vendor evaluation to Documentation Unit.
- r. Maintain unit records, including Unit/Activity Log (ICS Form 214).

US&R TOOL AND EQUIPMENT SPECIALIST – Reports directly to the US&R Task Force Leader. The US&R Tool and Equipment Specialist is responsible for sharpening, servicing and repairing all US&R tools and equipment.

- a. Review Common Responsibilities.
- b. Determine personnel requirements.
- c. Procure items on site through coordination with Incident Logistics Section.
- d. Establish tool inventory and accountability system (appropriate records and reports).
- e. Maintain all tools in proper condition.
- f. Assemble tools for issuance each operational period per Incident Action Plan.
- g. Receive and recondition tools after each operational period.
- h. Ensure that all appropriate safety measures are taken in tool conditioning area.
- i. Procure equipment during the mobilization phase as directed.
- j. Provide accountability and security of the Task Force equipment cache.
- k. Maintain unit records, including Unit/Activity Log (ICS Form 214).

US&R MEDICAL SPECIALIST – Reports directly to the US&R Task Force Leader. The Medical Specialist is responsible for providing advanced life support medical care to responders and victims in environments that require special US&R training.

- a. Review Common Responsibilities.
- b. Provide emergency medical care to all Task Force personnel and victims in environments requiring specialized US&R training.
- c. Develop and implement a medical action plan as specified by the US&R Task Force Leader.
- d. Adhere to all safety procedures.
- e. Provide accountability, maintenance and minor repairs of assigned medical equipment.
- f. Perform additional tasks or duties as assigned during an incident.
- g. Maintain unit records, including Unit/Activity Log (ICS Form 214).

RESCUE TEAM MANAGER – Reports directly to the US&R Task Force Leader. Is responsible for managing US&R Rescue Operations and supervising assigned resources.

- a. Review Common Responsibilities.
- b. Coordinate, manage, and supervise assigned rescue activities.
- c. Adhere to all safety procedures including accountability of personnel.
- d. Determine rescue logistical needs.
- e. Receive briefings and situation reports and ensuring that all rescue personnel are kept informed of mission objectives and status changes.
- f. Provide situation updates and maintain records and reports.
- g. Perform additional tasks or duties as assigned during a mission.
- h. Provide accountability, maintenance, and minor repairs for all issued equipment.
- i. Maintain unit records, including Unit/Activity Log (ICS Form 214).

SEARCH TEAM MANAGER – Reports directly to the US&R Task Force Leader. The Search Team Manager is responsible for managing US&R Search Operations and supervising assigned resources.

- a. Review Common Responsibilities.
- b. Develop and implement the tactical search plan.
- c. Adhere to all safety procedures including accountability of personnel.
- d. Coordinate and supervise all assigned search activities.
- e. Determine search logistical needs.
- f. Receive briefing and situation reports and ensure that all search personnel are kept informed of status changes.
- g. Maintain unit records, including Unit/Activity Log (ICS Form 214).

US&R TECHNICAL SEARCH SPECIALIST – Reports directly to the Search Team Manager. The US&R Technical Search Specialist is responsible for performing the technical search function of the US&R Task Force incident operations.

- a. Review Common Responsibilities.
- b. Search areas as assigned using appropriate electronic search equipment and techniques.
- c. Document locations of possible finds and if possible, estimate the status of the victim(s).
- d. Cooperate with and assist other US&R Resources.
- e. Provide accountability for all issued equipment.
- f. Perform additional tasks or duties as assigned during an incident.
- g. Maintain unit records, including Unit/Activity Log (ICS Form 214).

US&R STRUCTURES SPECIALIST – Reports directly to the Search Team Manager or assigned supervisor. The US&R Structures Specialist is responsible for performing the various structure assessments during incident operations.

- a. Review Common Responsibilities.
- b. Assess the structural condition within the area of US&R operations. This includes identification of structure types, specific damage and structural hazards.

- c. Recommend the appropriate type and amount of structural hazard mitigation required to minimize the risks to task force personnel.
- d. Adhere to all safety procedures.
- e. Cooperate with and assist other US&R Resources.
- f. Provide accountability, maintenance, and minor repairs for all issued equipment.
- g. Perform additional tasks of duties as assigned during an incident.
- h. Monitor assigned structures for changes in condition during incident operations.
- i. Actively participate in implementation of approved structure hazard mitigation as a designer and/or supervisor.
- j. Coordinate and communicate structure hazard mitigation measures with the Search Team Manager.
- k. Maintain unit records, including Unit/Activity Log (ICS Form 214).

URBAN SEARCH AND RESCUE RESOURCE TYPES

Always use the prefix US&R for Urban Search and Rescue (US&R) Resources. Order Single Resource or Strike Team by Type (Capability – HEAVY, MEDIUM, LIGHT, OR BASIC)				
Type	Type 1 (Heavy)	Type 2 (Medium)	Type 3 (Light)	Type 4 (Basic)
	<ul style="list-style-type: none"> • Heavy Floor Construction • Pre-cast Concrete Construction • Steel Frame Construction • High Angle Rope Rescue (including highline systems) • Confined Space Rescue (permit required) • Mass Transportation Rescue 	<ul style="list-style-type: none"> • Heavy Wall Construction • High Angle Rope Rescue (not including highline systems) • Confined Space Rescue (no permit required) • Trench and Excavation Rescue 	<ul style="list-style-type: none"> • Light Frame Construction • Low Angle Rope Rescue 	<ul style="list-style-type: none"> • Surface Rescue • Non-Structural Entrapment in Non-Collapsed Structures

RESOURCE	RADIO	COMPONENT	TYPES			
			1	2	3	4
US&R Company	Agency Identifier USAR (phonetic) Number Identifier (VNC USAR 54)	Equipment Personnel Transportation	Heavy Inventory 6 *	Medium Inventory 6 *	Light Inventory 3 *	Basic Inventory 3 *
US&R Crew **	Agency Identifier Type Identifier Number Identifier (KRN-USAR Crew 2)	Personnel Trained To Appropriate Level Supervision Transportation	6	6	3	3
Regional US&R Task Force	Region Identifier Task Force Number Identifier (R1-TF 1)	Equipment Personnel Transportation	A Regional US&R Task Force is comprised of 29 persons specially trained and equipped for Urban Search and Rescue Operations. The Regional US&R Task Force is staffed by personnel from either the Region or Operational Area.			
State/National US&R Task Force	State ID Task Force Number Identifier (CA-TF 5)	Equipment Personnel Transportation	A State/National US&R Task Force is comprised of 70 persons specially trained and equipped for large or complex Urban Search and Rescue Operations. The multi-disciplinary organization provides seven functional elements that include Command, Search, Rescue, Haz-Mat, Medical, Logistics and Plans. These Task Forces are self sufficient for 72 hours.			

*Requests should include vehicle capabilities when necessary (i.e., four wheel drive, off-road truck, etc.)

**The agency/department sending the US&R Crew will identify the Supervisor.

URBAN SEARCH AND RESCUE STRIKE TEAM TYPES AND MINIMUM STANDARDS

Kind	Strike Team Types	Number/Type	Minimum Task Capabilities	Strike Team Leader	Per Single Resource	Total Personnel
U S & R C O M P A N Y	AR	2 – Type 1 (Heavy)	Vehicle(s) equipped for Heavy Floor Construction, Pre-Cast Concrete Construction, Steel Frame Construction, high angle rope rescue (including highline systems), confined space rescue (permit required), and mass transportation rescue	1	6	13
	BR	2- Type 2 (Medium)	Vehicle(s) equipped for Heavy Wall Construction, high angle rope rescue (not including highline systems), confined space (no permit required), and trench and excavation rescue	1	6	13
	CR	5 – Type 3 (Light)	Vehicle(s) equipped for Light Frame Construction and low angle rope rescue	1	3	16
	DR	5 – Type 4 (Basic)	Vehicle(s) equipped for surface rescue and non-structural entrapment in non-collapsed structure	1	3	16

U S & R C R E W	GR	2 – Type 1 (Heavy)	Trained for Heavy Floor Construction, Pre-Cast Concrete Construction, Steel Frame Construction, high angle rope rescue (including highline systems), confined space rescue (permit required), and mass transportation rescue	1	6	13
	HR	2 – Type 2 (Medium)	Trained for Heavy Wall Construction, high angle rope rescue (not including highline systems), confined space (no permit required) and trench and excavation rescue	1	6	13
	IR	5 – Type 3 (Light)	Trained for Light Frame Construction and low angle rope rescue	1	3	16
	JR	5 – Type 4 (Basic)	Trained for surface rescue and non-structural entrapment in non-collapsed structures	1	3	16

R = Urban Search and Rescue Resource

US&R SEARCH TEAM TYPES

Search element qualifications and equipment are equivalent on all Canine Types. The differentiating factor is based on the training and certification levels of the canine component. Canine Search Teams will have met all of the capabilities of the preceding types.				
RESOURCE	RADIO	COMPONENT	TYPES	
			1	2
			3	4
US&R Canine Search Team	Canine Search Team Number identifier (<i>Canine Search Team 1</i>)	Personnel (2) Canine (2) Search Team Manager (1)	<ul style="list-style-type: none"> Detections in largest search areas Detection ability amidst numerous distractions 	<ul style="list-style-type: none"> Detection in limited sized areas All general construction categories Extensive obstacle agility
US&R Technical Search Team	Technical Search Team Number identifier (<i>Tech Search Team 1</i>)	Personnel (2)	<ul style="list-style-type: none"> Audible and optical search equipment to conduct technical search 	<ul style="list-style-type: none"> Light Frame Construction Confined areas
				<ul style="list-style-type: none"> Surface Rescue Non-structural entrapment in non-collapsed structures Obstacle agility

TECHNICAL SEARCH TEAM

Kind	Type	Technical Search Strike Team Capability	Strike Team Leader	Technical Search Team	Total Personnel
AT	1	Detection of victims entombed in collapsed or failed structures and environmental mishap with Technical Search equipment	1	2	3

SEARCH TASK FORCE

Resource	Radio Designation	Components	Capabilities	Total Personnel
Search Task Force	Search Task Force	1 – Search Team Manager 1 – Technical Search Team 1 – Canine Search Team	Detection of victims entombed in collapsed or failed structures and environmental mishap with canines and Technical Search equipment.	5

URBAN SEARCH AND RESCUE CANINE SEARCH TEAMS

Search element qualifications and equipment are equivalent on all Canine Types. The differentiating factor is based on the training and certification levels of the canine component. Canine Search Teams will have met all of the capabilities of the preceding types.				
Resource	Type 1	Type 2	Type 3	Type 4
US&R Canine	<ul style="list-style-type: none"> • Detections in largest search areas • Detection ability amidst numerous distractions 	<ul style="list-style-type: none"> • Detection in limited sized areas • All general construction categories • Extensive obstacle agility 	<ul style="list-style-type: none"> • Light Frame Construction • Confined areas 	<ul style="list-style-type: none"> • Surface rescues • Non-structural entrapment in non-collapsed structures • Obstacle agility

OES LAW ENFORCEMENT CANINE RECOVERY TEAMS

Search element qualifications and equipment are equivalent on all Canine Types. The differentiating factor is based on the training and certification levels of the canine component. Canine Search Teams will have met all of the capabilities of the preceding types.			
Resource	Type 1 Cadaver Basic	Type 2 Live or Deceased	Type 3 Water
Law Enforcement Canine	<ul style="list-style-type: none"> • Body above ground • Sub-surface disarticulated • Hanging • Simple structure 	<ul style="list-style-type: none"> • Body above ground • Hanging • Live person, must be area certified • Status of subject unknown 	<ul style="list-style-type: none"> • Submerged • Floating • Shoreline

HEAVY EQUIPMENT RESOURCE TYPING

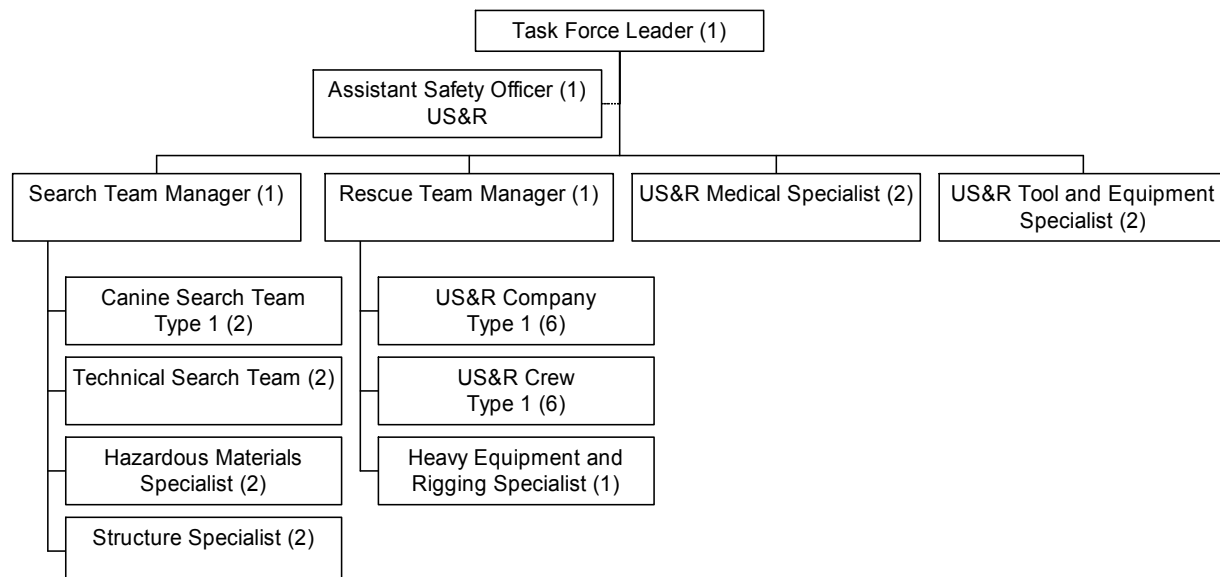
RESOURCE	COMPONENT	TYPE			
		Type 1	Type 2	Type 3	Type 4
Hydraulic Truck Crane	Rating (Tons) Radius (Feet)	100 ton+ Up to 275 feet	50-100 ton Up to 200 feet	Up to 50 ton Up to 150 feet	
Hydraulic Rough Terrain Crane	Rating (Tons) Radius (Feet)	Up to 50 ton Up to 100 feet			
Conventional Truck Crane	Rating (Tons) Radius (Feet)	150 ton+ Up to 300 feet	75-150 ton Up to 250 feet	Up to 75 ton Up to 150 feet	
Conventional Crawler Crane	Rating (Tons) Radius (Feet)	350 ton+ Up to 350+ feet	100-350 ton Up to 275 feet	Up to 100 ton Up to 160 feet	
Excavator Crawler	Rating (Lbs.) Reach	80k lbs.+ Up to 70 feet	40-80k lbs. Up to 50 feet	Up to 40k lbs. Up to 40 feet	Mini
Loader Rubber Tire	Rating (Cubic Yards)	5 cubic yards	3-5 cubic yards	1-3 cubic yards	Backhoe Skid Steer Mini
Forklift Conventional	Rating (Tons)	25 ton+	10-25 ton	5-10 ton	
Forklift All-Terrain Extendable	Rating (Lbs.)	3-6 tons (6-12k lbs.)			

REGIONAL US&R TASK FORCE

The Regional US&R Task Force Level is comprised of 29 people specially trained and equipped for large or complex Urban Search and Rescue Operations. The multi-disciplinary organization provides five functional elements that include Supervision, Search, Rescue, Medical, and Tool/Equipment Support. The Regional US&R Task Force is totally self-sufficient for the first 24 hours. Transportation is provided by the sponsoring agency and logistical support will normally be provided by the requesting agency.

A Task Force Leader supervises the Regional US&R Task Force. An Assistant Safety Officer is attached to the Task Force, and upon arrival at the incident, will be supervised by the incident's Safety Officer. The Assistant Safety Officer will work directly with the Task Force Leader and will be assigned to the Task Force's area of operation. The US&R Task Force Search element includes Canine and Technical Search capabilities. The Task Force Rescue element includes a Type 1 US&R Company (personnel and equipment), a Type 1 US&R Crew (personnel), and a Heavy Equipment and Rigging Specialist. This element can conduct rescue operations in all types of structures. The Task Force Medical element is responsible for the care and treatment of injured Task Force members or victims if such care must occur in the hazard area. The Medical element will work within the Incident Medical Unit or directly assigned to the Regional Task Force as appropriate. The tools and equipment support element works within the Task Force for tool and equipment repair and maintenance, and will coordinate with the Incident Logistics Section for acquisition of tools and equipment from off-incident locations.

REGIONAL US&R TASK FORCE ORGANIZATION CHART



**29 POSITIONS
12-HOUR OPERATIONAL CAPABILITY**

STATE/NATIONAL US&R TASK FORCE

The Federal Government, through the Federal Emergency Management Agency (FEMA), under the Department of Homeland Security (DHS), has established several State/National Urban Search and Rescue (US&R) Task Forces throughout the nation. All US&R Task Force activities are coordinated through the State Office of Emergency Services (OES) who serves as the primary point of contact for FEMA/DHS. A US&R Task Force is also a State resource that can be acquired without a request for Federal assistance. All requests for a US&R Task Force must go through normal Mutual Aid request procedures. A full, 70-person, Type I, National US&R Task Force is able to deploy within six hours of activation.

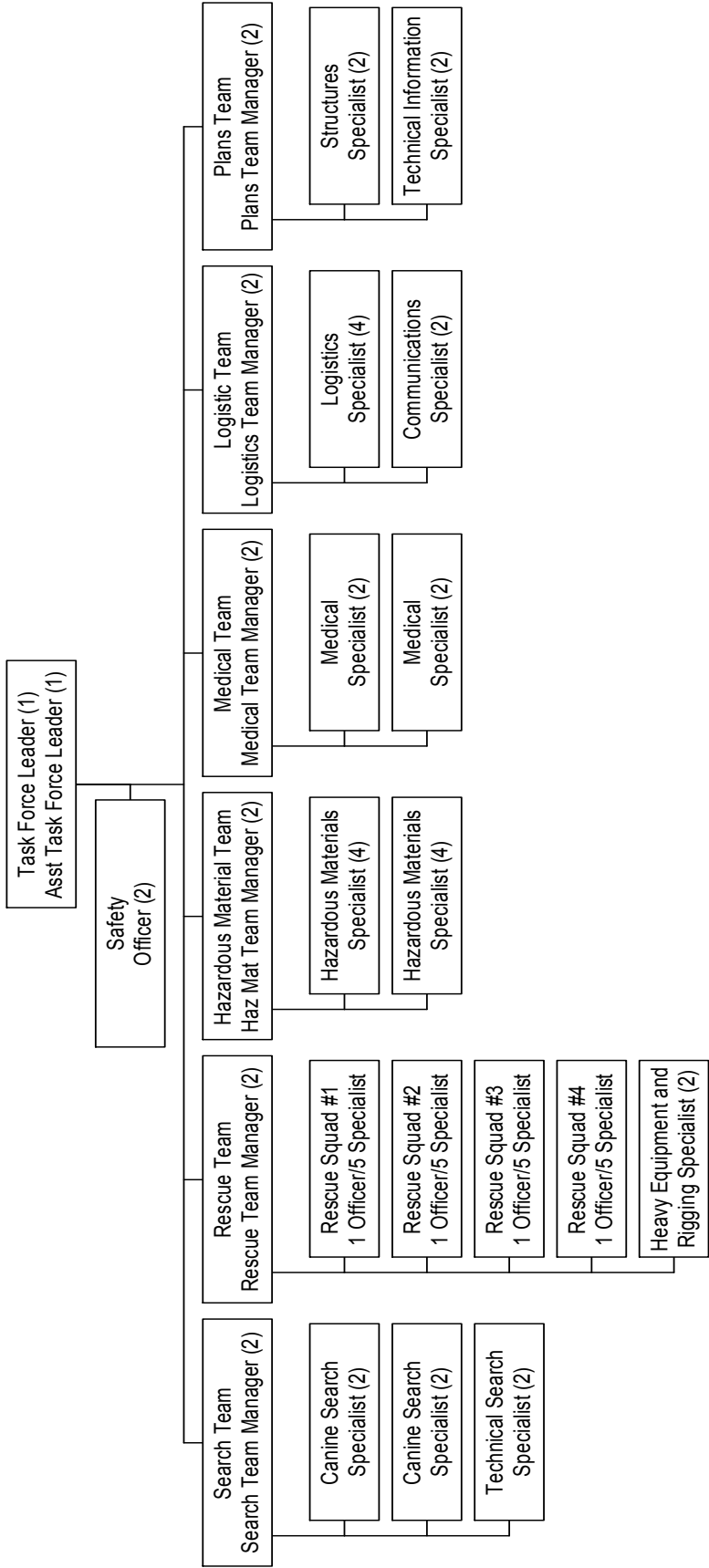
Each State/National US&R Task Force is comprised of 70 persons specifically trained and equipped for large or complex Urban Search and Rescue Operations. The multi-disciplinary organization provides seven functional elements that include Supervision, Search, Rescue, Haz Mat, Medical, Logistics and Planning. The State/National US&R Task Force can provide round-the-clock Urban Search and Rescue Operations (two 12-hour shifts). The US&R Task Force is totally self-sufficient for the first 72 hours and has a full equipment cache to support its operation. Transportation and Logistical support is provided by either State or Federal resources.

A Task Force Leader supervises the State/National US&R Task Force. The US&R Task Force Search element includes physical, canine and electronic capabilities. The Rescue element can conduct rescue operations in all types of structures. The Haz Mat element is primarily responsible for the detection and decontamination of Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) substances for Task Force members and entrapped victims. The Medical element is primarily responsible for the care and treatment of Task Force members and entrapped victims during extrication. The Logistics element provides the Task Force with logistical support and communications. The Planning element provides personnel competent in structural integrity assessments and documentation of Task Force activities.

The State/National US&R Task Force is designed to be used as a Single Resource, but is modularized into functional elements that can be independently requested and utilized. However, once mobilized as a State/National US&R Task Force, the elements shall remain under the supervision of the US&R Task Force Leader.

A Federal US&R Incident Support Team (IST) coordinates the arrival of a State/National US&R Task Force. The IST is capable of providing overhead management and logistical support to the US&R Task Force while on deployment if an ICS organization is not in place. If an ICS organization is in place, the IST will integrate into that organization. State/National US&R Task Forces will work within the local incident command organization.

STATE / NATIONAL US&R TASK FORCE
ORGANIZATION CHART



70 POSITIONS
24-HOUR OPERATIONAL CAPABILITY
SELF SUFFICIENT FOR 72-HOURS

STRUCTURE/HAZARDS MARKING SYSTEM

At incidents involving several structures or large areas of damage, the identity and location of individual structures is crucial. The use of existing street names and addresses should always be considered first. If due to damage this is not possible, use the existing hundred block and place all even numbers on one side of the street and all odd numbers on the other side. Mark the new numbers on the front of the structure with orange spray paint. If due to damage the name of the street is not identifiable start with the letter "A" using the phonetic alphabet "Alpha", "Bravo", Charlie, etc.

Structure hazards identified during initial size-up activities and throughout the incident should be noted. This Structure/Hazards Mark should be made on the outside of all normal entry points. Orange spray paint seems to be the most easily seen color on most backgrounds and line marking or downward spray cans apply the best paint marks. Lumber chalk or lumber crayons should be used to mark additional information inside the search mark itself because they are easier to write with than spray paint.

A large square box (approximately two feet) is outlined at any entrance accessible for entry into any compromised structure. Use orange paint for this marking. Specific markings will be clearly made adjacent to the box to indicate the condition of the structure and any hazards found at the time of this assessment. Normally the square box marking would be made immediately adjacent to the entry point identified as safe. An arrow will be placed next to the box indicating the direction of the safe entrance if the Structure/Hazards marking must be made somewhat remote from the safe entrance.

STRUCTURE/HAZARDS MARKINGS

Make a large (2' x 2') square box with orange spray paint on the outside of the main entrance to the structure. Put the date, time, hazardous material conditions and team or company identifier outside the box on the right-hand side. This information can be made with a lumber-marking device.



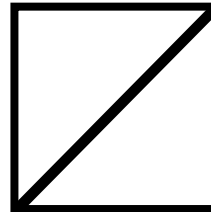
**9/12/93
1310 hrs.
HM – nat.
gas
SMA – E-1**

Structure is accessible and safe for search and rescue operations. Damage is minor with little danger of further collapse.



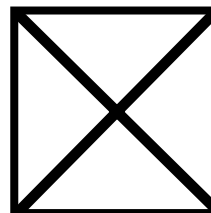
**9/12/93
1310 hrs.
HM – none
SMA – E-1**

Structure is significantly damaged. Some areas are relatively safe, but other areas may need shoring, bracing, or removal of falling and collapse hazards.



**9/12/93
1310 hrs.
HM – nat. gas
SMA – E-1**

Structure is not safe for search or rescue operations. May be subject to sudden additional collapse. Remote search operations may proceed at significant risk. If rescue operations are undertaken, safe haven areas and rapid evacuation routes should be created.



**9/12/93
1310 hrs.
HM – nat. gas
SMA – E-1**

Arrow located next to a marking box indicates the direction to a safe entrance into the structure, should the marking box need to be made remote from the indicated entrance.



SEARCH MARKING SYSTEM

Search Markings must be easy to make, easy to read and easy to understand. To be easily seen the search mark must be large and of a contrasting color to the background surface. Orange spray paint seems to be the most easily seen color on most backgrounds and line marking or downward spray cans apply the best paint marks. A lumber marking device may be used to write additional information inside the search mark itself when it would be difficult to write the additional information with spray paint.

A large distinct marking will be made outside the main entrance of each building, structure or area to be searched. This "Main Entrance" search marking will be completed in two steps. First, a large, single slash (approximately two feet) shall be made starting at the upper left moving to the lower right near the main entrance at the start of the search. The Search Team identifier and time that the structure was entered shall be marked to the left of the mid-point of the slash and the date shall be marked near the top of the slash on the opposite side.

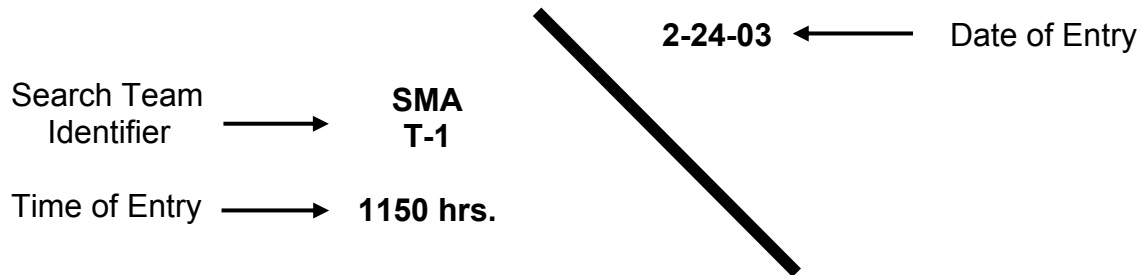
When the search of the entire structure is complete and the Search Team exits the building, a second large slash shall be made in the opposite direction forming an "X" on the Main Entrance search marking. Additional information summarizing the entire search of the structure will be placed in three quadrants of the "X". The left quadrant will already contain the Search Team identifier and time when the Search Team first entered the structure. In the top quadrant enter the time the Search Team exited the structure under the date. Change the date if different from date the structure was entered. The right quadrant is for any significant hazards located inside the structure. The bottom quadrant is for the number of live "V" or dead "V" victims still inside the structure. Use a small "X" in the bottom quadrant if no victims are inside the structure.

If the search of the entire structure is incomplete, make a circle (approximately 1' diameter) in the middle of the single slash. The left side will already contain the Search Team identifier and time when the Search Team first entered the structure. At the top end of the slash enter the time the Search Team exited the structure under the date. Change the date if different from date the structure was entered. On the right side, mid-point of the slash, is for any significant hazards located inside the structure. The bottom end of the slash is for the number of live "V" or dead "V" victims still inside the structure. Use a small "X" at the bottom if no victims are inside the structure.

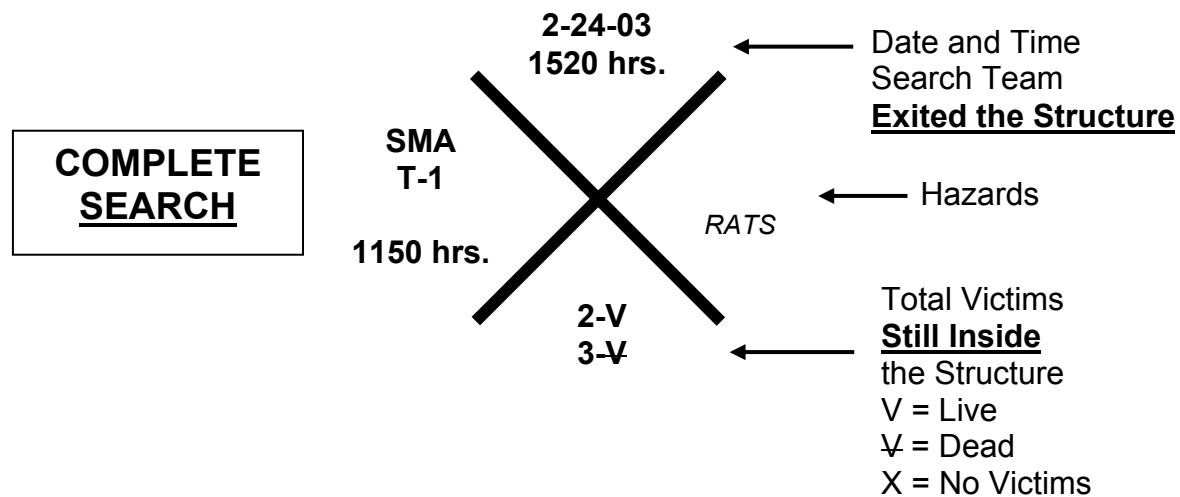
During the search function, while inside the structure, a large single slash shall be made upon entry of each room, area or floor. After the search of the room or area has been completed, a second large slash shall be drawn in the opposite direction forming an "X". The only additional information placed in any of the "X" quadrants while inside the structure shall be that pertaining to any significant hazards and the number of live "V" or dead "V" victims, as indicated by "V" for live and "V" for dead.

SEARCH MARKINGS

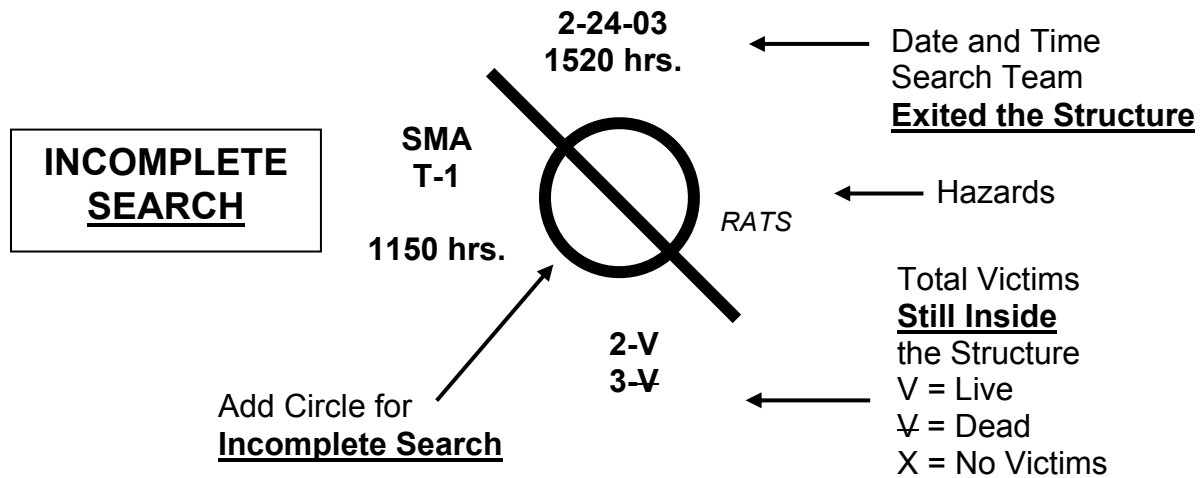
Main Entrance Search Marking- WHEN YOU ENTER



Main Entrance Search Marking- WHEN YOU EXIT

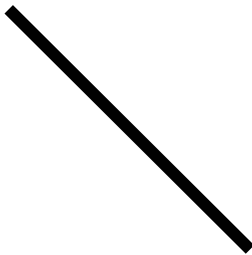


Main Entrance Search Marking- WHEN YOU EXIT

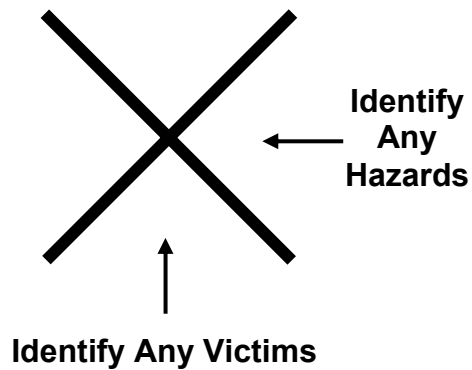


Interior Search Markings- Each Room, AREA OR FLOOR

WHEN YOU ENTER

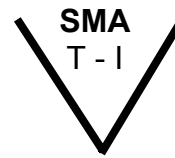


WHEN YOU EXIT

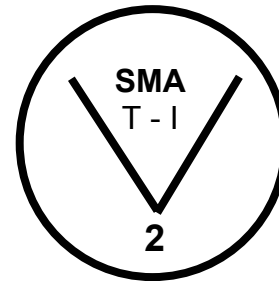


VICTIM MARKING SYSTEM

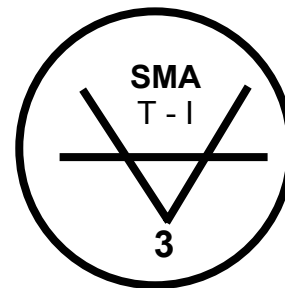
Make a large (2' x 2') "V" with orange spray paint near the location of a **potential** victim. Mark the name of the Search Team or Crew identifier in the top part of the "V" with paint or a lumber marker type device.



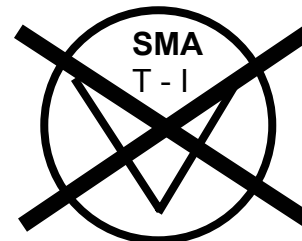
Paint a circle around the "V" when a potential victim is **confirmed** to be **alive** either visually, vocally, or hearing specific sounds that would indicate a high probability of a live victim. If more than one confirmed live victim, mark the total number of victims under the "V".



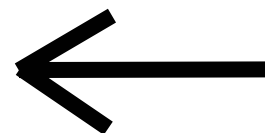
Paint a horizontal line through the middle of the "V" when a **confirmed** victim is determined to be **deceased**. If more than one confirmed deceased victim, mark the total number of victims under the "V". Use both the live and deceased victim-marking symbols when a combination of live and deceased victims are determined to be in the same location.



Paint an "X" through the confirmed victim symbol after **all** victim(s) have been removed from the specific location identified by the marking.



An arrow may need to be painted next to the "V" pointing towards the victim when the victim's location is not immediately near where the "V" is painted.



EMERGENCY SIGNALING SYSTEM

Because of the high potential of secondary collapse, dangerous conditions, and the need to communicate other important information, an emergency signaling system should be adopted and in use by all personnel at the incident site. Emergency signals must be a loud and identifiable and sounded when conditions require immediate attention. Emergency signals can be made using devices such as a whistle, air horn, vehicle horn or bell. Each structure or larger area of operations may need to have its own distinct emergency signal device when multiple rescue operations are taking place in the same area to reduce confusion.

Supervisors should identify and inform assigned personnel of a designated place of assembly and/or safe zone for a Personal Accountability Report (PAR) to be conducted should an evacuation signal be sounded. A place of assembly is usually a safe location outside the evacuation area. A safe zone is usually a safe location within a building or disaster site that can be entered within the evacuation area. When an evacuation signal is sounded, all supervisors must conduct a roll call of their assigned personnel and communicate the results of the PAR to their supervisor.

Evacuate the area

Short signals repeated for 10 seconds, pause for 10 seconds, and repeat for 3 repetitions. Total signal time – 50 seconds.

Cease Operations/All quit

One long signal (8 to 10 seconds).

Resume Operations

One long and one short signal.

CHAPTER 16**SWIFTWATER/FLOOD SEARCH AND RESCUE**

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SWIFTWATER/ FLOOD SEARCH AND RESCUE OPERATIONAL SYSTEM DESCRIPTION ICS US&R 120-2 AND LAW ENFORCEMENT MUTUAL AID PLAN (SAR) ANNEX

INTRODUCTION

Local and widespread swiftwater and flood emergencies often occur in California. Many of these incidents strain local resources creating a need for mutual aid resources. This document focuses on the development and identification of specific SF/SAR resources available through the California Mutual Aid System.

This document is intended to provide guidance and develop recommendations for California's SF/SAR resources. This includes but is not limited to:

- Organizational Development
- Resource Typing
- Training and Equipment
- Procedures and Guidelines for Incident Operations

These recommended procedures and guidelines are consistent with both the Standardized Emergency Management System (SEMS) and FIRESCOPE Incident Command System.

It is the responsibility of agencies responding to California Mutual Aid, SF/SAR requests, to provide qualified personnel and equipment that meet or exceed the recommended level of skills and capabilities stipulated in this document.

The recommended training, skills and equipment lists are contained in the Law Enforcement Mutual Aid Plan (SAR) Annex, and the FIRESCOPE Document, ICS-SF-SAR 020-1.

INITIAL RESPONSE

The first arriving public safety officer will direct initial swiftwater/flood search and rescue (SF/SAR) operations. This officer will assume initial command of the operation as the Incident Commander (IC). Subsequent changes in the incident command structure will be based on the needs of the incident, with consideration of jurisdictional responsibilities, established agreements, state and local statutes and shall be accomplished by following established ICS procedures.

Additional resources, specifically trained and equipped for swiftwater/flood search and rescue operations may be required. These SF/SAR resources may be assigned as a single resource or grouped together to form Task Forces.

Due to the unique hazards and complexity of swiftwater/flood search and rescue incidents, the IC may require a variety of different multi-disciplinary resources to accomplish the SF/SAR mission (APPENDIX E. Additional Swiftwater/Flood Search and Rescue Resources).

SF/SAR resources have been categorized or “typed” (APPENDIX A. Swiftwater/Flood Search and Rescue Resource Typing and APPENDIX B. Flood Evacuation Boat Typing). Typing reflects identified operational capabilities, based on specialized training, skills and equipment (ICS SF/SAR 020-1). This typing is based on team qualifications, available equipment and training, as needed for safe and efficient rescue operations for identified SF/SAR tasks.

Swiftwater/flood search and rescue incidents may occur that will require rescue operations that exceed on-scene personnel capabilities. When the magnitude or type of incident exceeds that capability level, the IC will have the flexibility to conduct search and rescue operations in a safe and appropriate manner until adequate resources can be obtained or the incident is terminated.

UNIFIED COMMAND

A Unified Command should be implemented at SF/SAR incidents when multiple agencies or jurisdictions with statutory or political authority and financial responsibility are involved. Unified Commanders involved in a Unified Command shall be co-located. A single Command Post is the best method to ensure effective communications, coordination of resources, and overall operational management of the incident.

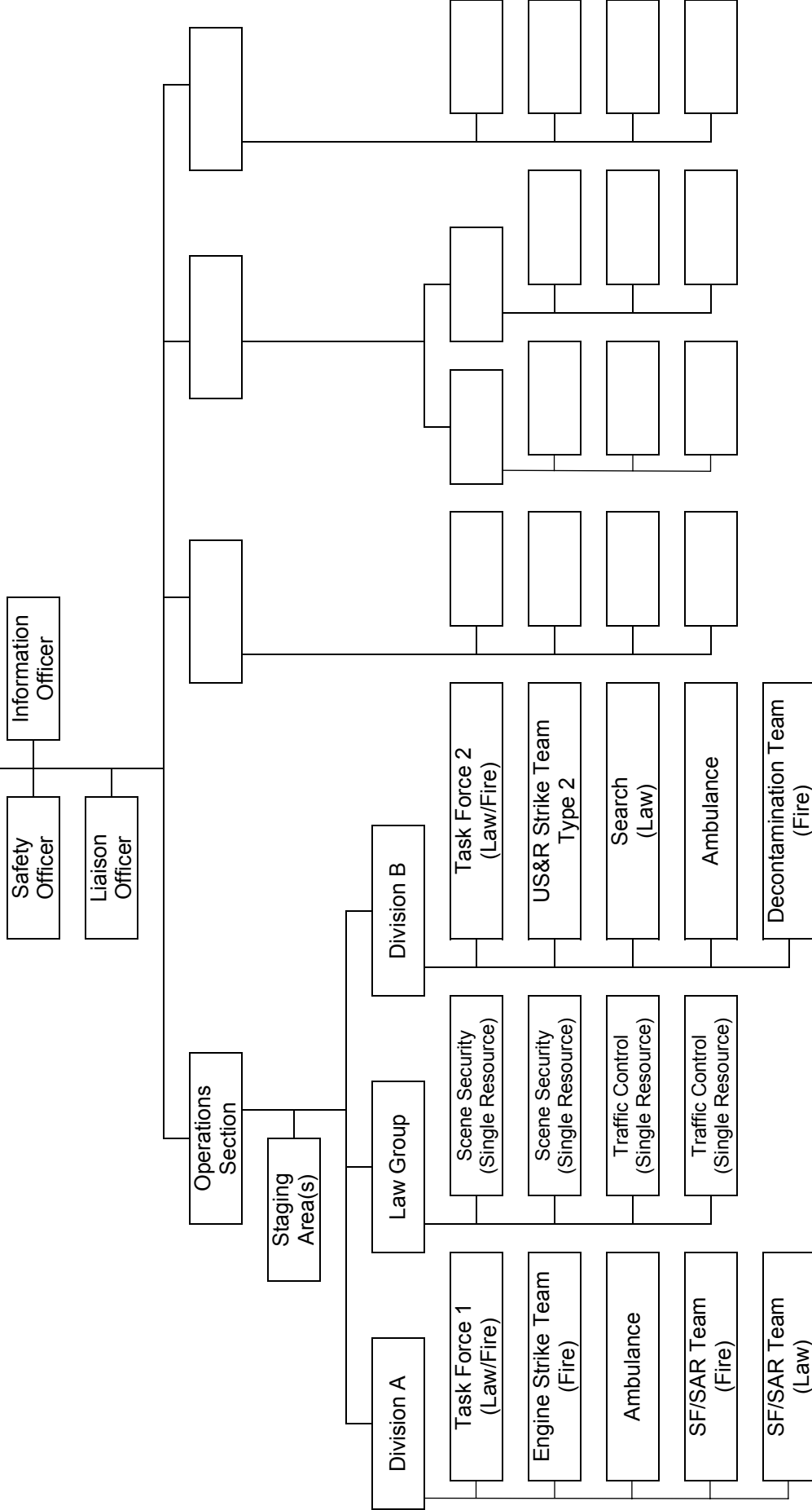
ICS MODULAR DEVELOPMENT

The flexibility and modular expansion design of the Incident Command System provides an almost infinite number of ways SF/SAR resources can be arranged and managed. Refer to the Law Enforcement Guide for Emergency Operations or the FIREScope Field Operations Guide (ICS-420-1).



Swiftwater/Flood Search and Rescue –
Reinforced Response Organization

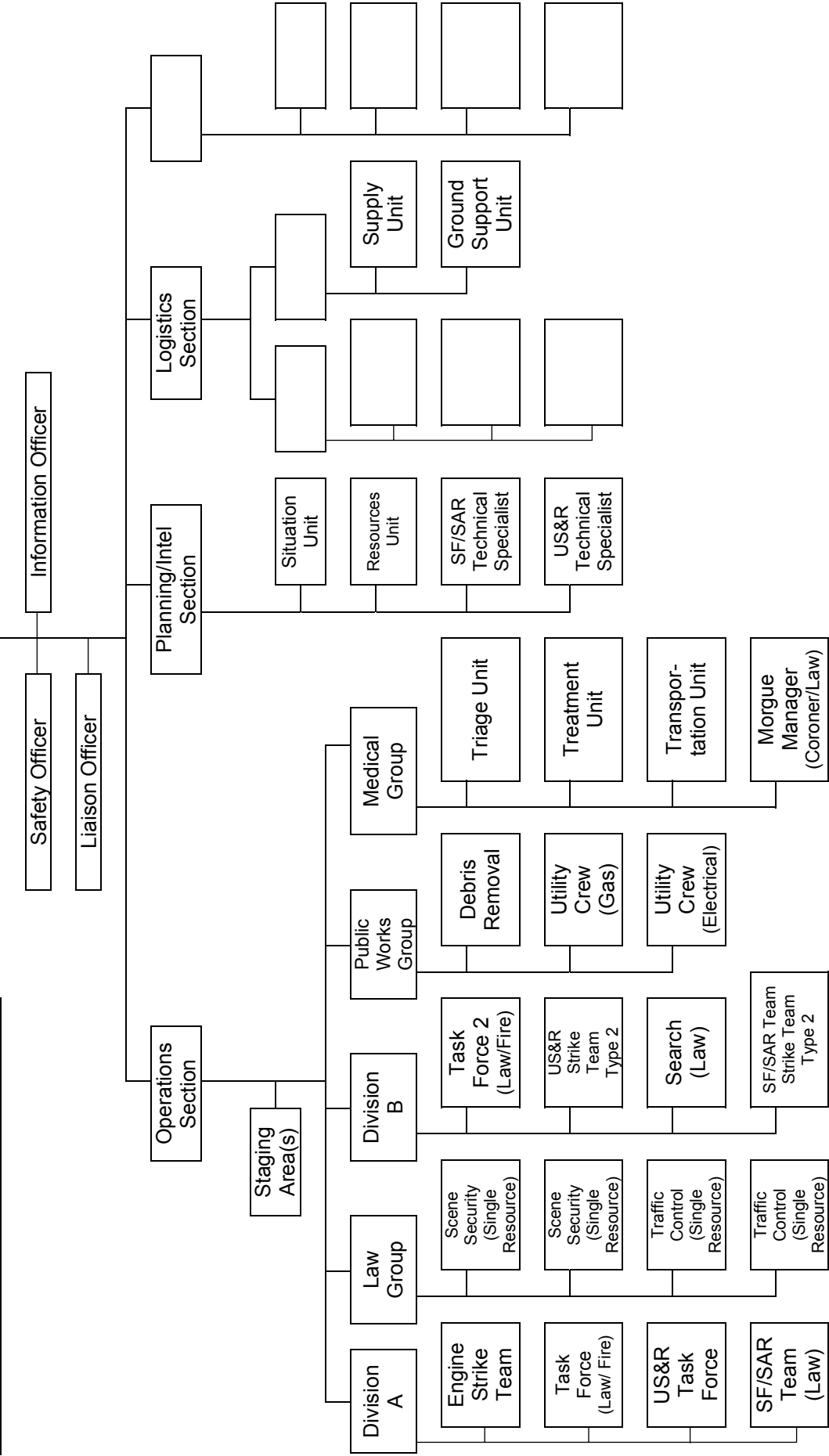
UNIFIED COMMAND
(law/Fire/Other Agencies w/jurisdiction)



Swiftwater/Flood SAR Reinforced Response Organization (example): Additional Law Enforcement, local Fire Department Engine and Truck Companies, and Mutual Aid resources have arrived. The IC forms a Unified Command with the designated public safety officials on scene with a Safety Officer, Information Officer and Liaison Officer designated. A Staging Area has been established for arriving resources. The incident is geographically divided into Divisions under an Operations Section. The initial Fire Department resources and/or Law Enforcement SAR Teams are formed into Task Forces. Additional Law Enforcement resources form the Law Group.

Swiftwater/Flood Search and Rescue –
Multi-Group/Division Organization

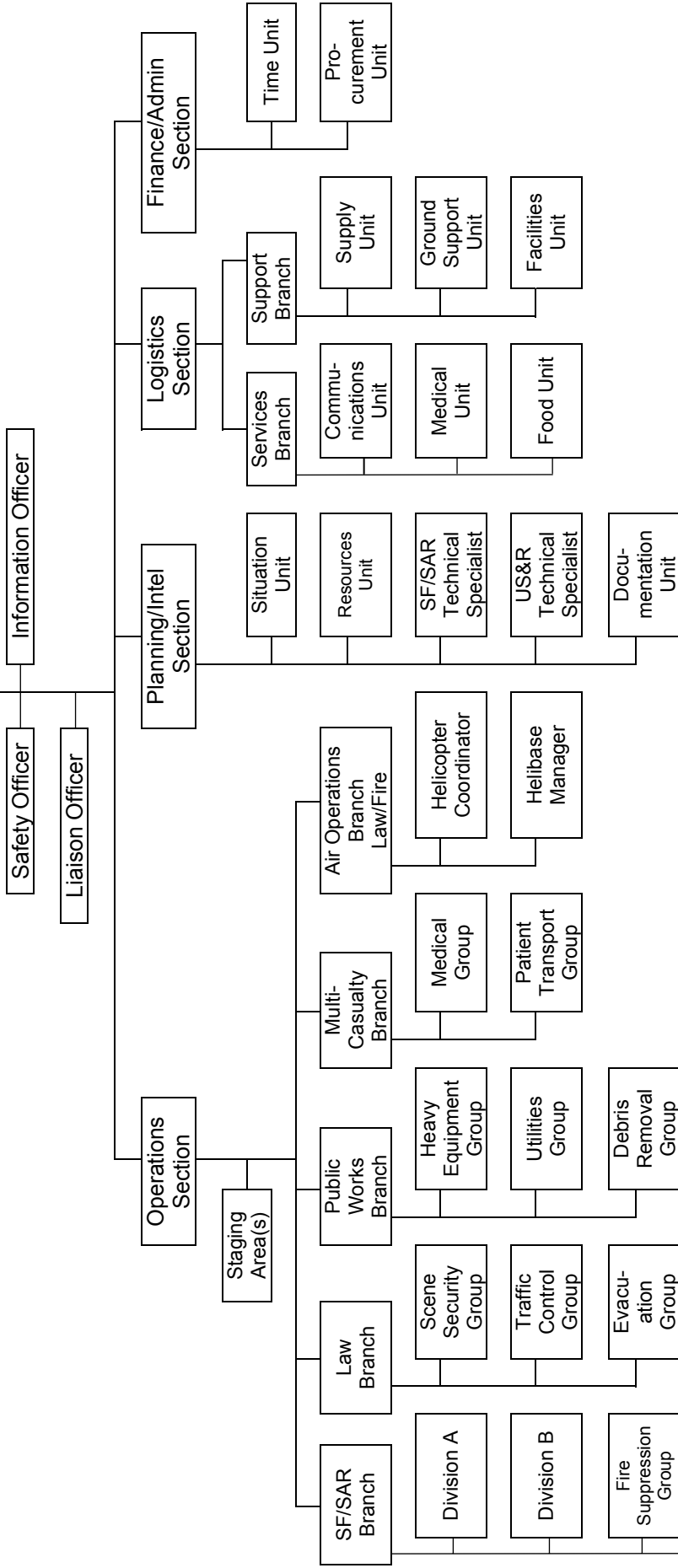
UNIFIED COMMAND
(Law/Fire/Other Agencies w/jurisdiction)



Swiftwater/Flood SAR Multi-Group/Division Organization (example): Planning/Intel and Logistics Sections have been established. Multiple Groups and Divisions have been formed to better manage the incident.

Swiftwater/Flood Search and Rescue –
Multi-Branch Response Organization

UNIFIED COMMAND
(Law/Fire/Other Agencies w/jurisdiction)



Swiftwater/Flood SAR Multi-Branch Response Organization (example): The Incident Commander has assigned Logistics and Finance/Administration Section.

APPENDIX A. SWIFTWATER/FLOOD SEARCH AND RESCUE RESOURCE TYPING

Type (Capabilities)	Type 1	Type 2	Type 3	Type 4
	Manage search ops Power vessel ops In-water contact rescues Helicopter operational Technical rope systems HazMat Animal rescue EMS-ALS Communications Logistics Capable of 24hr ops	Manage search ops Power vessel ops In-water contact rescues Helicopter operational Technical rope systems HazMat Animal rescue EMS-BLS Capable of 24hr ops	In-water contact rescues Assist in search ops Non-power water craft HazMat Animal rescue EMS-BLS Capable of 24hr ops	Low Risk Land Based HazMat EMS-BLS Capable of 24hr ops

Resource	Component	Type 1	Type 2	Type 3	Type 4
Swiftwater/ Flood Search and Rescue Team	Equipment	Type 1 Inventory	Type 2 Inventory	Type 3 Inventory	Type 4 inventory
	Personnel	14 Member Team: 2 Managers 2 Squad leader 10 Personnel	6 Member Team: 1 Squad leader 5 Personnel	4 Member Team: 1 Squad leader 3 Personnel	3 Member Team: 1 Squad leader 2 Personnel
	Transportation	Equipment trailer Personnel transport vehicles	*	*	*

*Requests should include vehicle capabilities when necessary (i.e., four-wheel drive).

APPENDIX B. FLOOD EVACUATION BOAT TYPING

Order these resources by type, quantity, hull design and power type if critical.

Type	Type 1	Type 2	Type 3	Type 4	Type 5
Minimum Victim Transport per Trip	• 5+	• 3 - 5	• 3	• 2	• 2
Special Needs and Notes	• May need launch ramp	• May need launch ramp	• Hand Launch	• Hand Launch	• Hand Launch
	Power Boat	Power Boat	Power Boat	• 2 Personal Water Craft (PWC)	• No Motor • Rafts, skiffs, johnboat, etc.

Resource	Component	Types				
		1	2	3	4	5
Flood Evacuation Boat	Equipment	FEB Inventory	FEB Inventory	FEB Inventory	FEB Inventory	FEB Inventory
	Minimum Personnel	2	2	2	2	2
	Transportation	*	*	*	*	*

*Requests should include vehicle capabilities when necessary (i.e., four-wheel drive).

APPENDIX C. AIR RESOURCE TYPING

Helicopters staffed by personnel trained in search and rescue operations can be ordered through normal Mutual Aid Request procedures. Specify need such as search platform with lights and infrared detectors, hoist capability, swiftwater capability, etc.

Resource	Component	Types			
		1 (Heavy)	2 (Medium)	3 (Light)	4
Helicopter	Seats w/pilot	- 16	- 10	- 5	- 3
	Useful Load (lbs)	- 5000 lbs	- 2500 lbs	- 1200 lbs	- 600 lbs.
	Examples	- UH-60	- Bell 205, 412	- Bell 206, MD 500E, BO 105	- Bell 47 Does <u>not</u> meet mission requirements for external live load.

HELICOPTER Capability/Mission Selection Sheet

*Communications
-VHF Programmable Radios

*Over Water Survival Equipment
-PFD's for *air* crew and passengers

☐ Live Load *External Load Capable - with rescue equipment
☐ Hoist
☐ Short Haul

☐ Sling Load
☐ Medical: BLS
☐ Medical: ALS
☐ Personnel Transportable (number of people)
☐ Usable Time (mission duration)
☐ Search/Observation

*Mandatory for aircraft

See next page for Pilot and Flight Crew Capabilities

Mission Equipment Selection Sheet

☐ ALS
☐ BLS
☐ Basket (i.e. Stokes type litter)
☐ Cinch Collar
☐ Cinch Strap
☐ FLIR
☐ Night Illumination (1 million candle power +)
☐ PA
☐ Rescue Capture Ball
☐ Rescue Ring
☐ Short Haul System
☐ Sling Load Capability (in lbs.)
☐ Hoist Load Capability (in lbs.)

APPENDIX D. AIR RESOURCE TYPING (PILOT AND CREW)

Pilot Capability

- External Load Capable
- ☐ Victim Location in Static Water
 - ☐ Victim Location in Dynamic Water

Flight Crew Capability

- External Load Capable
- ☐ Victim Location in Static Water
 - ☐ Victim Location in Dynamic Water

- Must be a public service operator, who meets their respective agency's requirement or possesses a USFS, CDF, or OAS (Office of Aircraft Service) valid card.
- Pilot must have a minimum of swiftwater/ flood rescue awareness or operational training along with training and experience in helicopter water rescue evolutions.
- Flight Crew should have a minimum of swiftwater/flood rescue awareness or operational training along with training and experience in helicopter water rescue evolutions. Aircrew performing water rescue operations must complete annual helicopter water rescue training.
- Areas to include helicopter orientation and safety, hand signals and communications, water rescue device orientation and operations and any additional individual agency specific or type specific requirements.

APPENDIX E. ADDITIONAL SWIFTWATER/FLOOD SEARCH AND RESCUE RESOURCES

American Red Cross (ARC). The American Red Cross provides disaster victims assistance such as food, clothing, shelter, and supplemental medical. The ARC provides the emergency mass care to congregate groups and also provides individual/family assistance. Upon the request of government, resources permitting, the ARC may assist with warning, rescue, or evacuations.

Animal Rescue Team. A specialized resource having extensive experience and appropriate equipment required to support the rescue of small domestic pets and large animals' commonly encountered in rural settings. This resource may be available through the Mutual Aid request procedures.

California Conservation Corps (CCC). A State agency that provides personnel for specific non-technical assignments during flood alerts or actual incidents. CCC personnel may be stationed near locations of anticipated problems, due to storm activity, high river tides, or heavy reservoir releases. This resource can be obtained through Mutual Aid request channels.

California Department of Forestry and Fire Protection (CDF). A State fire agency capable of supplying ICS overhead teams, air assets, fire engines, crews, bulldozers, equipment, camp kitchens, trained personnel for technical or non-technical rescue, containment operations, and storm/flood watch patrols during emergency situations. This resource is available through Mutual Aid request procedures.

California National Guard (CNA). A State agency capable of providing heavy vehicle (2.5 and 5 ton) transportation needs, air assets, boats, bridging equipment, sheltering operations, and other equipment and personnel. They must be ordered through the Mutual Aid request procedure.

California Department of Fish and Game, U.S. Department of Fish and Wildlife. State and Federal resources capable of supplying boats with trained operators that include airboats. Orders for specialized equipment must be specific when requesting from this resource through the Mutual Aid request procedure.

Department of Water Resources Flood "Fight" Teams. The Department of Water Resources (DWR) is responsible for coordinating local, state, and federal flood operations. DWR can offer advice to local agencies about how to establish levee patrol, floodwater, place river flood staff gauges, and how to receive flood information from their department. The department can generally assist flood fighting in any area of the state with personnel and flood fighting materials for local agencies. Requests for Flood Fight crews shall be made through the DWR.

Heavy Equipment. Heavy equipment such as cranes, front loaders, and dump trucks are often needed in large quantities during regional water emergencies. They are normally available through local public works departments and private contractors (a pre-signed MOU is recommended). If additional heavy equipment resources are needed, they can be ordered through Mutual Aid request procedure.

Swiftwater/Flood Search and Rescue Technical Specialist. A Swiftwater/Flood Search and Rescue Technical Specialist may be requested to assist the incident management team with technical expertise in swiftwater/flood search and rescue. The specialist is normally assigned to the Planning Section. This resource is ordered through the Mutual Aid request procedure.

Search and Rescue Water Dogs. Dogs specifically scent certified in water, trained to search for and find drowning victims. Search and Rescue Water Dogs are ordered through the Mutual Aid request procedures.

Search Manager. A person qualified and capable of managing the specific search and rescue mission.

Salvation Army. During an emergency, the Salvation Army may be called upon to provide food, clothing, furniture, housing, emergency communication, mobile canteen services, and spiritual ministry for disaster victims. This is generally a local resource, however, it may be requested through the Mutual Aid request procedure.

Structural/Soils Engineers. In most cases, responding resources will have access to local structural and soils engineers through their local agencies. Additional engineers may be ordered through the Mutual Aid request procedure.

Swiftwater/Flood Search and Rescue Incident Commander Checklist

This list is intended to assist responding public safety personnel with management decisions.

- a. Review Common Responsibilities (Page 1-2)
- b. Evaluate incident needs
- c. Initiate pre-planned response as appropriate
 - law enforcement, fire, EMS resources
 - specialized SF/SAR resources
- d. Utilize SF/SAR personal protective equipment
- e. Determine additional resource needs
- f. Establish ICS (consider Unified Command)
- g. Establish communication plan
 - assign tactical and command channels
 - identify interagency coordination channel(s)
- h. Establish resource tracking (personnel accountability) system
- i. Establish search/incident boundaries
 - identify incident hazards
 - establish operational area
 - manage entry to operational area
 - limit risk to untrained resources
 - interview reporting party
 - determine victim(s) last known location
- a. Consider evacuation plan
- b. Consider traffic plan/staging area(s)
- c. Establish down and up stream safety
- d. Implement search and rescue operations
 - determine rescue vs. recovery
 - evaluate low to high risk options
 - develop contingency plans
- e. Establish medical/multi-casualty plan
 - consider decontamination of victims
- f. Establish logistics support

**SWIFTWATER/FLOOD SEARCH AND RESCUE RECOMMENDED TRAINING,
SKILLS AND EQUIPMENT LIST
ICS-SF-SAR 020-1**

SF/SAR DECONTAMINATION

Decontamination Of Equipment And Personnel:

The following are the recommended decontamination procedures for resources assigned to SF/SAR operations. Any resources exposed to flood waters during their operations should complete the appropriate level of decontamination. Consult with qualified Hazardous Materials personnel when available.

Basic Decontamination:

Personnel: After completing assignments in floodwaters, hands and face should be washed with clean water and soap. All members should be required to wash hands before entering vehicles and eating areas. Hand washing is essential to reduce secondary contamination.

Equipment: When the team's operational assignment is completed; equipment should be rinsed with clean water. Visible contaminants, mud and light oils, should be removed with soap.

Level 1 Decontamination:

Level 1 decontamination procedures should be used in areas where there is potential for exposure to general contaminants and the water is standing or moving slowly. Examples of areas where the use of this level of decon is needed would be residential and agricultural areas where there is no evidence of large releases of hazardous materials.

Personnel: After completing assignment in floodwaters, hands and face should be washed with clean water and anti-microbial soap (i.e., Vionex or PhisoHex). All members should wash their hands before entering vehicles and eating areas. On completion of the day's operations, all members exposed to suspected or known contaminated water should shower and change into clean clothes.

Equipment: When the team's operational assignment is completed, equipment should be washed with soap and clean water. This decon should be completed as soon as possible following the operations. Dry suits should also be washed before entering vehicles for trips from one work site to another.

Level 2 Decontamination:

Level 2 decontamination procedures should be used any time hazardous materials are identified or likely to be present. These include areas of sewage contamination as well as agricultural and chemical contamination. These areas should not be entered, if possible. Limiting the number of personnel exposed to the water should be the top priority of the Team Leader. Support for decontamination should be arranged before units are committed to the contaminated area. **Water samples should be taken for testing from areas entered by the team.** The Medical Unit should be notified if any personnel require this level of decontamination. All personnel exposed to the contaminates should have a one hour, twelve hour, and twenty-four hour medical check following their exposure.

Personnel: After exiting the water, even for short periods during the operational period, members should go through a scrub gross decon* wash with soap and clean water. Remove gloves and wash hands and face with clean water and anti-microbial soap. At the end of the duty period, members should go through a gross decon scrub wash with soap and clean water before any safety gear is removed. Wash hands and face with clean water and anti-microbial soap after removing all safety gear. Shower using anti-microbial soap before leaving the scene if possible, or as soon as possible thereafter and change into clean clothes.

Equipment: All equipment should be sprayed with bleach solution** or other agents as recommended by on-scene Hazardous Materials personnel and allowed to stand a minimum of fifteen minutes. Thoroughly rinse all treated equipment with clean water and allow to dry before storing with other equipment. Bag any equipment that cannot be dried for the return trip to the base. Wipe with bleach solution** any surfaces inside vehicles that might have come in contact with wet safety equipment during the duty period. Units requiring Level 2 Decontamination should be taken out of service until all equipment has been cleaned and dried.

*Gross Decon Wash: This is a two-stage process that is set up along a decontamination corridor. All run-off solutions are retained for proper disposal. Persons implementing the corridor should be protected by splash gear. It is recommended that qualified Hazardous Materials personnel be requested to implement this procedure.

Stage 1: Rescuer in safety gear is scrubbed with brushes using a clean water and soap solution. Any contaminated tools are left behind here for cleaning.

Stage 2: Rescuer is rinsed with clean water.

** Bleach Solution: Bleach solution should be made using 30cc of Sodium Hypochlorite 5% (household bleach) for every one gallon of clean water. This will yield a 20,000 ppm solution of bleach.

CHAPTER 17**HIGH-RISE STRUCTURE FIRE**

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INTRODUCTION

The High-Rise Structure Fire module describes an organization designed to provide effective management and control of essential functions at fires occurring in larger multi-story buildings. These fires present significant management, logistical and safety problems. The size and complexity of the interior spaces, the enclosed nature of the hazard area, and the limited and sometimes arduous access to the fire area all contribute to the problems faced by suppression forces. The serious life hazard to occupants and firefighters, endangered by fire and smoke and presented with limited evacuation options, allows little room for error or disorganization. Additionally, most high-rise structures are equipped with various environmental, firefighting, and life safety systems that require support and control.

MODULAR ORGANIZATION DEVELOPMENT

The order in which the ICS organizational structure develops may vary with the type and nature of the incident. A series of examples of modular development follow which are included to illustrate a typical method of expanding the incident organization at a high-rise incident to reflect the size and complexity of the incident and the available resources at a given time in the incident.

Initial Response Organization: Initial response resources are managed by the Incident Commander who handles all Command and General Staff responsibilities.

Multi-Group/Division Organization: The Incident Commander has established most Command and General Staff positions and has established a combination of divisions and groups to reflect the location and nature of the incident.

Multi-Branch Organization: The Incident Commander has identified a number of actual or potential specialized incident problems and has established all Command and General Staff positions along with several branches to effectively manage the problems and resources.

DESIGNATED INCIDENT FACILITIES

Two ICS incident facilities (Base and Staging) have modified functions and locations in the high-rise incident that reflect a fire location many floors above the ground and the complexity of the incident.

Staging Area: The high-rise incident requires that the regular concept of Staging Areas be modified. The limited access and vertical travel distance of the larger high-rise building requires that a resource staging area be established within the building and that its functions be expanded somewhat. The staging area is generally located two or three floors below the lowest fire floor as long as the atmosphere can be kept clear. The specific changes are described fully in the Staging Area Manager's Position Description.

Base: The Base at a high-rise incident resembles a ground level staging area early in the incident. A major fire in a high-rise building will require the Base to be expanded and to perform the functions of an Incident Base supporting large numbers of personnel. The nature of the urban/suburban environment and the ability of an agency to rotate personnel back to stations may impact the manner in which the Base functions. Base should be located away from buildings to provide personnel safety from falling glass and debris.

ORGANIZATION AND OPERATIONS

Modified ICS Positions: Certain existing ICS positions and functional units within the high-rise incident organization have additional or modified responsibilities that require full descriptions. These positions are Ground Support Unit Leader, Base Manager, Staging Area Manager, Safety Officer, and Medical Unit Leader.

Specialized High-Rise ICS Positions: Because of the nature of a fire incident when confined in a tall building and the many engineered elements of the building, two special functional units are identified and described. They are the Lobby Control Unit and the Systems Control Unit.

In recognition of the extreme hazards of this type of fire control operation and the difficulties in assuring firefighter accountability in interior operations, as well as the egress and ingress of building occupants, the Lobby Control Unit is established. This unit provides access control, entry accountability, routing, and movement control into and inside the structure. In the initial period of an incident, or in a less complex incident/building, or if modified by agency policy, the Lobby Control Unit may assume the functions of the Systems Control Unit as shown in the basic organization chart.

As the incident escalates, and based upon agency policy, a separate Systems Control Unit may be established. In recognition of the basic and specialized systems incorporated into all high-rise buildings, from electrical supply systems to smoke removal systems, the Systems Control Unit is established to operate, supervise and coordinate the vital operation of the building systems. Systems coordinates the efforts of various Technical Specialists who might be required to assist in the operation or repair of the systems.

The positions and modifications are described in the position descriptions that follow. The major responsibilities and procedures for each are fully developed in the Position Manuals.

POSITION CHECKLISTS

HIGH-RISE INCIDENT BASE MANAGER (ICS-HR-222-1) -The High-Rise Incident Base Manager is responsible for the management of all functions at the designated Base and Command Post locations. The High-Rise Incident Base Manager reports to the Logistics Section Chief or Support Branch Director (if established). The position within the organization differs from the standard ICS in that a Facilities Unit is not appropriate for this type of incident and the Base Manager reports directly to the Support Branch Director or Logistics Section Chief and may assume some of the responsibilities of the Facilities Unit position.

- a. Obtain briefing from Logistics Section Chief, Support Branch Director or Incident Commander.
- b. Participate in Support Branch/Logistics Section planning activities.
- c. Evaluate safety, layout, and suitability of previously selected Base location. Make recommendations regarding relocation if appropriate. Request necessary resources and personnel. Base should be located away from buildings to provide personnel safety from falling glass and debris.
- d. Establish Base layout and identify/post each function area as appropriate to the incident size and expected duration - Crew Ready Area, Equipment Pool, Rehabilitation Area, Command Post, Apparatus Parking, Restrooms.
- e. Provide safety, security and traffic control at Base and Command Post.
- f. Provide facility services - sanitation, lighting and clean up at Base and Command Post.
- g. Maintain accounting of resources in Base and periodically update Planning Section or Incident Command.
- h. As requested by Operations, Logistics or Incident Command, direct crews and equipment to designated locations.
- i. Maintain records of activities and submit reports as directed.
- j. Secure operations and demobilize personnel as determined by the demobilization plan.
- k. Maintain a Unit/Activity Log (ICS Form 214).

HIGH-RISE INCIDENT GROUND SUPPORT UNIT LEADER (ICS-HR-222-2) - The Ground Support Unit Leader is responsible for providing transportation for personnel, equipment, and supplies; providing refilling of SCBA air cylinders and maintenance of SCBA's; providing fueling, service and maintenance of vehicles and portable power equipment and tools; and implementing the ground level traffic/movement plan at the incident including marking safe access routes and zones. The Ground Support Unit Leader reports to the Support Branch Director (if established) or the Logistics Section Chief.

- a. Obtain briefing from Logistics Section Chief, Support Branch Director or Incident Commander.
- b. Participate in Support Branch/Logistics Section planning activities.
- c. Implement traffic/movement plan, including ground level movement and building primary support stairs, as developed by Planning Section or Incident Commander.
- d. Post or mark, ground-level safe movement routes and outside safe refuge areas as identified in the traffic/movement plan.
- e. Appoint personnel and activate transport services including stairwell, ground level, and general motor transport.
- f. Appoint personnel and activate fueling, maintenance and support of apparatus and portable power equipment and building plant as appropriate.
- g. Collect and maintain records of rented or reimbursable equipment use.
- h. Appoint personnel and activate SCBA air cylinder refilling, maintenance and support.
- i. Maintain inventory of support and transport vehicles, and maintenance and fuel supplies.
- j. Submit reports to Support Branch/Logistics Section or Incident Commander as directed.
- k. Secure operations and demobilize personnel as determined by the demobilization plan.
- l. Maintain a Unit/Activity Log (ICS Form 214).

LOBBY CONTROL UNIT LEADER (ICS-HR-222-3) - The Lobby Control Unit Leader's primary responsibilities are: To operate a personnel/crew accounting system for all building entry and exit; control all building access points and direct personnel to correct stair/elevator or route; control and operate elevator cars; and direct building occupants and exiting personnel to proper ground level safe areas or routes. As directed by the Incident Commander or agency policy, this unit shall be assigned the responsibilities of the Systems Control Unit in the early stages of an incident, or in less complex incidents/buildings, or if modified by agency policy. The Lobby Control Unit Leader reports to the Support Branch Director/Logistics Section Chief. The unit should be prepared to provide the Incident Commander or Plans Section with current information from the personnel accounting process.

Departments and/or agencies must have policy regarding the use of elevators, stairways, or combinations of both when ascending to the upper floors in a high-rise building during a fire or reported fire operations. While the safest method of ascending to upper floors is the use of stairways, it may be necessary to explore the use of elevators for firefighting operations. This determination is the ultimate responsibility of the Incident Commander (IC), however, the actual use of elevators is directed by the Lobby Control Unit Leader.

- a. Check in and obtain briefing from Logistics Section Chief or Incident Commander, as appropriate.
- b. Make entry, assess situation and establish Lobby Control position. Request needed resources.
- c. Establish entry/exit control at all building access points.
- d. Establish personnel accounting system for personnel entering/exiting the building.
- e. Assume control of elevators and provide operators. Elevator use and operating procedures will follow agency policy and Incident Commander direction.
- f. Provide briefings and information to Incident Command Post.
- g. Direct personnel to the appropriate stairways/elevator for assignment and direct evacuees and exiting personnel to safe areas or routes from the building.
- h. Perform the functions of the Systems Control Unit when directed by the Incident Commander or agency policy.
- i. Secure operations and demobilize personnel as determined by the demobilization plan.
- j. Maintain a Unit/Activity Log. (ICS Form 214).

SYSTEMS CONTROL UNIT LEADER (ICS-HR-222-4) - The Systems Control Unit Leader monitors and maintains built-in fire control, life safety, environmental control, communications and elevator systems. The Systems Control Unit may operate, support or augment the systems as required to support the incident plan. The Systems Control Unit Leader reports to the Support Branch Director, if established, or to the Logistics Section Chief. The unit may respond directly to requests from the Operations Section Chief in the manual operation of the various built-in systems. The Systems Control Unit Leader must establish and maintain close liaison with building/facility engineering staff, utility company representatives, and other appropriate technical specialists.

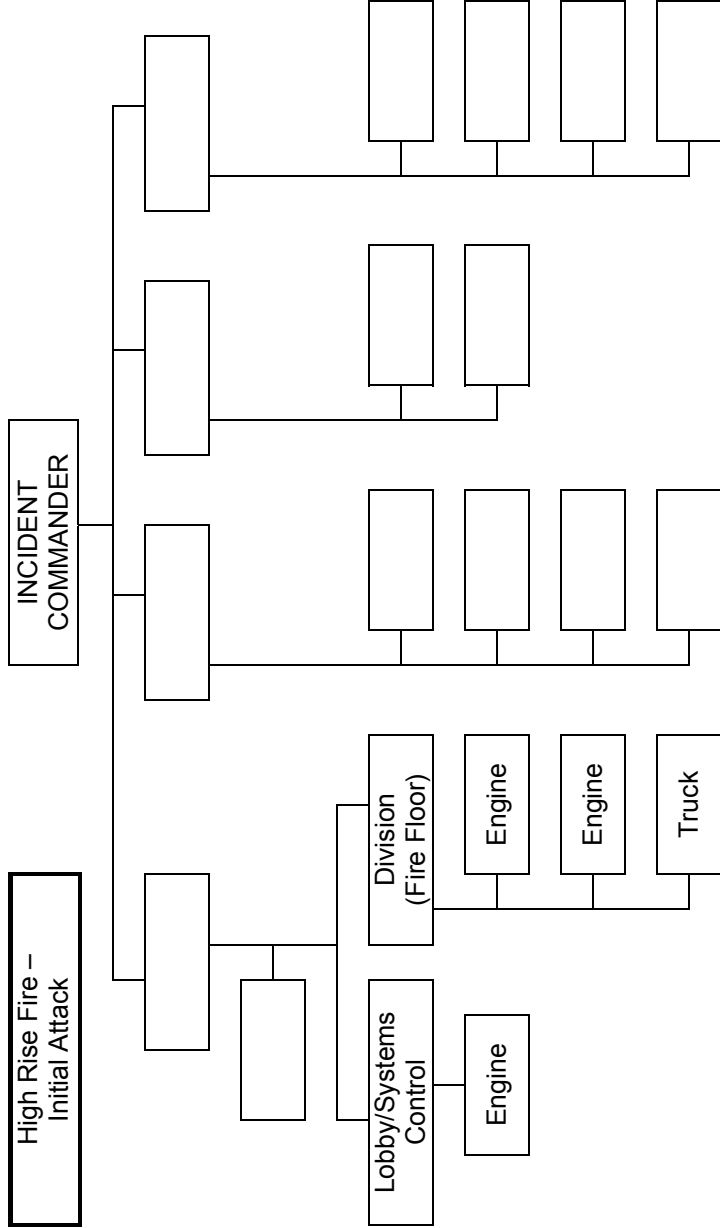
- a. Check in and obtain briefing from the Logistic Section Chief or Incident Commander. Obtain information on the type and current performance of built-in systems.
- b. Assess current situation and request needed personnel and resources.

- c. Request response, and make contact with, the building/facility engineer, utility company representatives, elevator service personnel and others as appropriate.
- d. Appoint personnel to monitor and operate building/facility systems display/control panels.
- e. Evaluate the status and operation of the fire and domestic water pumps and water supply. Support or repair as required.
- f. Evaluate and operate as required the heating, ventilation and air conditioning system (HVAC) and the smoke removal and stairwell protection systems.
- g. Evaluate, support and control as needed the building electrical system, emergency power plant, and security systems.
- h. Evaluate and support, as needed, public address, telephone, emergency phone and other building communications systems.
- i. Secure operations and demobilize personnel as determined by the demobilization plan.
- j. Maintain a Unit/Activity Log (ICS Form 214).

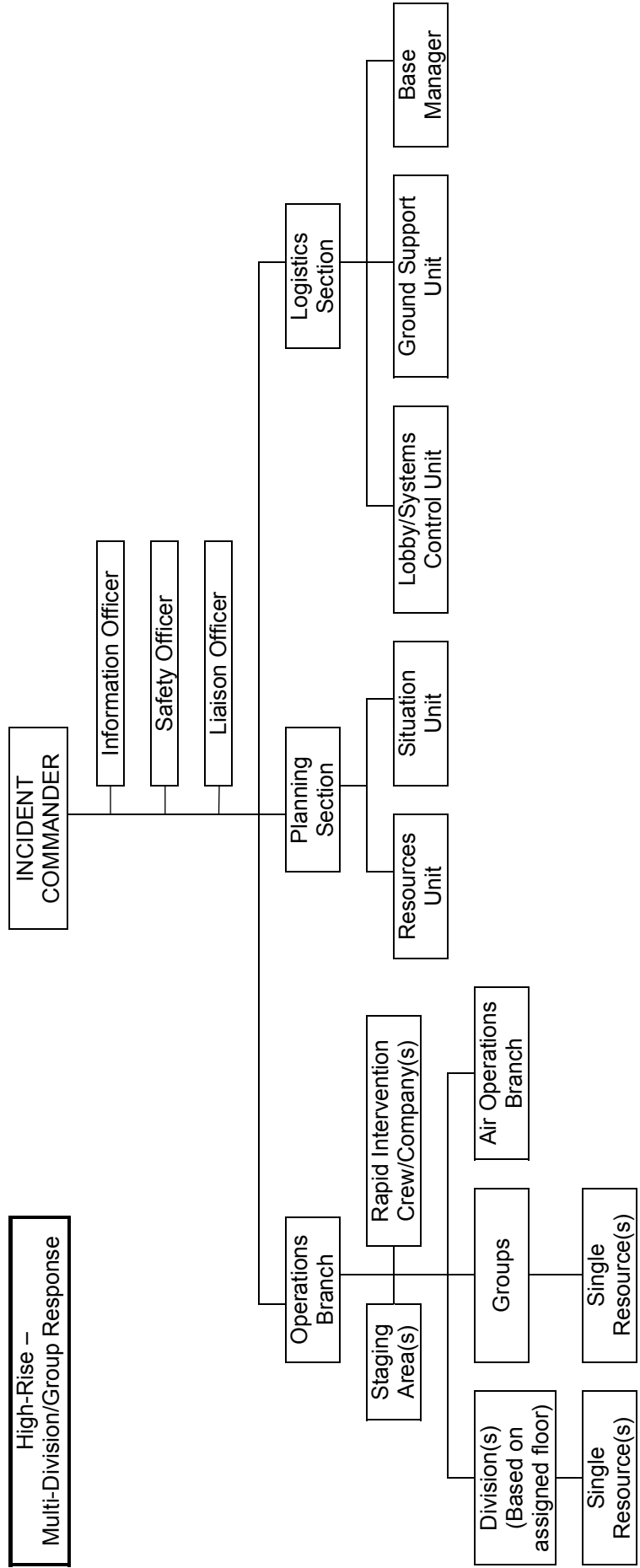
HIGH-RISE INCIDENT STAGING AREA MANAGER (ICS-HR-222-5) - The High-Rise Incident Staging Area Manager is responsible for the management of all functions at the in-building Staging Area, and reports to the Operations Section Chief. The High-Rise Incident Staging Area Manager's organizational responsibilities vary somewhat from the standardized ICS position in that the area also provides a safe refuge/support function within the building. An air cylinder exchange and a rehabilitation/aid function are typically located in the area.

- a. Obtain briefing from Operations Section Chief, or Incident Commander.
- b. Proceed to selected floors and evaluate layout and suitability. Select Staging Area floor, and advise Operations and Logistics Sections Chiefs. Request necessary resources and personnel.
- c. Establish Staging Area layout and identify/post each function area as appropriate to the incident size and expected duration - Crew Ready Area, Air Cylinder Exchange, Equipment Pool, and Responder Rehabilitation Area.
- d. Determine, establish or request needed facility services - sanitation, drinking water, and lighting. Coordinate with Logistics Section or Systems Control Unit to maintain fresh air. Maintain Staging Area in an orderly condition.
- e. Establish a check-in function for arriving and departing crews.
- f. Determine required resource levels from the Operations Section Chief.
- g. Provide area(s) for Rapid Intervention Crew or Company (RIC) if co-located with the Staging Area.
- h. Maintain an accounting of resources in Staging and periodically update Operations Section Chief and Resources Unit. Advise the Operations Section Chief when reserve levels reach pre-identified minimums.
- i. As requested by Operations Section Chief or Incident Commander, direct crews and equipment to designated locations.
- j. Secure operations and demobilize personnel as determined by the demobilization plan.
- k. Maintain a Unit/Activity Log (ICS Form 214).

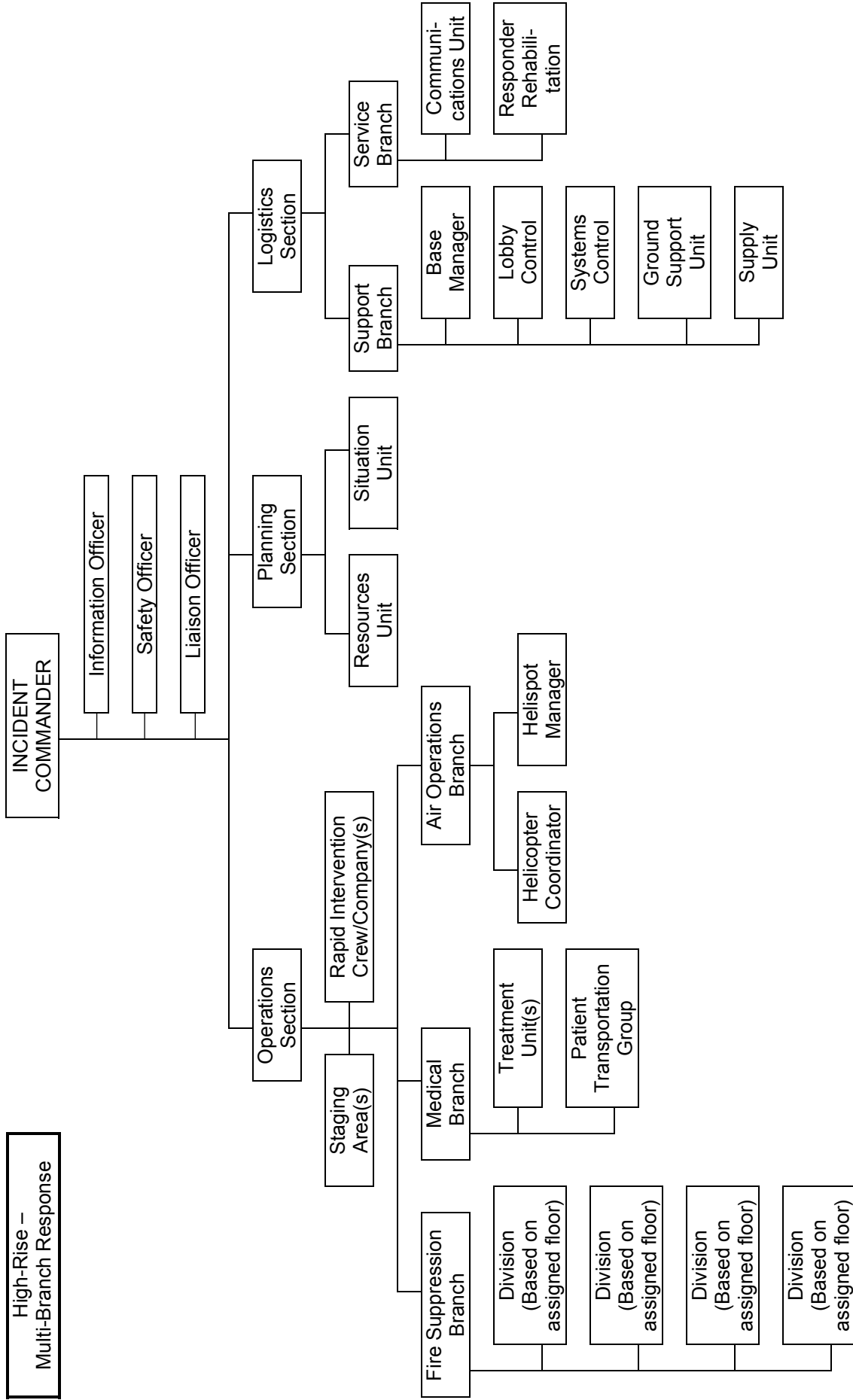
**FOR MORE DETAILED INFORMATION READ: HIGH-RISE STRUCTURE FIRE
OPERATION SYSTEM DESCRIPTION ICS-HR-120-1**



High-Rise Fire Initial Attack (example): This chart depicts the initial deployment of three engines, one truck company and a Command Officer on a fire involving a single floor of a high-rise building. The IC has deployed two engines and the truck to assess the fire floor and to initiate attack if possible. A single engine is assigned to Lobby Control to control access, initiate communications with building staff and address elevators function.



High-Rise Multi-Division/Group Response (example): As additional Units arrive, the IC has activated the Operations Section Chief along with multiple Divisions to supervise action on each involved or threatened floor. Rapid Intervention Crews/Companies are assigned as determined most effective by Operations. Groups may be assigned certain functions such as medical care for victims, or stairwell pressurization/ventilation. Air Operations Branch will coordinate helicopters used for evacuations or reconnaissance. The Planning Section is activated with selected Units. Logistics is assigned to manage Lobby/Systems Control, Ground Support, and the Incident Base.



High-Rise Multi-Branch Response (example): The fire has involved multiple floors with Divisions assigned to each floor. This complexity has led the Operations Chief to create a Fire Suppression Branch Director to manage these Divisions. A Medical Branch is established and the Air Operations Branch is expanded. The Logistics Section now has both Branches active as well as various Units within each Branch to accommodate the extensive logistical requirements of this size incident.

CHAPTER 18

FIREFIGHTER INCIDENT SAFETY AND ACCOUNTABILITY GUIDELINES ICS 910

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INTRODUCTION

One of the most important issues facing the Incident Commander is personnel accountability at the scene of emergencies. These Firefighter Incident Safety and Accountability Guidelines incorporate additional firefighter safety measures and personnel accountability into the Incident Command System (ICS) to ensure compliance with NFPA standards.

The NFPA 1500 and 1561 Standards contain specific requirements regarding accountability of members that include but are not limited to the following:

Firefighter Emergencies

The term “EMERGENCY TRAFFIC” shall be used to clear radio traffic. Clear text shall be used to identify the type of emergency “FIREFIGHTER DOWN,” “FIREFIGHTER MISSING,” or “FIREFIGHTER TRAPPED,” etc.

Other guidelines for “EMERGENCY TRAFFIC” include:

- A distinctive “EMERGENCY TRAFFIC” tone should be transmitted by a Dispatch Center on designated channel(s) followed by clear text that identifies the type of emergency, i.e. “FIREFIGHTER DOWN,” “FIREFIGHTER MISSING,” or “FIREFIGHTER TRAPPED”.
- The fire department Dispatch Center should broadcast “EMERGENCY TRAFFIC” Radio Tone and verbal notification of “FIREFIGHTER DOWN,” “FIREFIGHTER MISSING,” or “FIREFIGHTER TRAPPED” etc., on designated channels.

Rapid Intervention Crew/Company (RIC) Members

Rapid Intervention personnel have two very important duties. These are:

- Monitor designated radio channel(s) while standing by and during rescue operations.
- Initiate rescue plan assigned by the Incident Commander.

In the initial stages of an incident where only one team is operating in the hazardous area at a working structural fire, a minimum of four individuals is required, consisting of two individuals working as a team in the hazard area and two individuals present outside this hazard area for assistance or rescue at emergency operations where entry into the danger area is required. The standby members shall be responsible for maintaining a constant awareness of the number and identity of members operating in the hazardous area, their location and function, and time of entry. The standby members shall remain in radio, visual, voice or signal-line communications with the team (NFPA 1500 6-4.4).

The assembling of four members for the initial fire attack can be accomplished in many ways. The fire department should determine the manner in which they plan to assemble members in their response plan.

Members that arrive on the scene of a working structural fire prior to the assembling of four persons can initiate exterior actions in preparation for an interior attack.

Initial attack operations shall be organized to ensure that, if upon arrival at the emergency scene, initial attack personnel find an imminent life-threatening situation in which immediate action could prevent the loss of life or serious injury, such action shall be permitted with less than four personnel when conducted in accordance with NFPA 1500 Section 6-2. No exception shall be permitted when there is no possibility to save lives. Any such actions taken in accordance with this section shall be thoroughly investigated by the fire department with a written report submitted to the fire chief (NFPA 1500 6-4.4.5).

In the initial stages of an incident, the IC supervises the RIC. As the incident grows in complexity, this supervision can be assigned to the Operations Section Chief or even to individual Divisions to ensure the most rapid and effective deployment on a rescue.

When sufficient personnel are on-scene, the rapid intervention capability for the incident should be raised from the two-in, two-out minimum to include an entire crew or company. In some instances, such as multiple and/or remote entrance points, multiple RIC elements should be assigned and a Rapid Intervention Group Supervisor activated to supervise positioning and deployment of these Crews/Companies.

In high-rise fire incidents the RIC should typically be located at Staging. This will allow for RIC's to be deployed in a timely manner. Consider multiple RIC's if multiple floors are involved with positioning based on the assigned floor.

If a RIC is deployed to provide a rescue of a firefighter, the Incident Commander shall assign an additional RIC as a backup for the RIC that was deployed. Members working in the immediate area should be notified by the Incident Commander to assist in the rescue if at all possible. The IC must remember to continue to keep sufficient forces engaged in controlling the spread of the fire if threatening the trapped, lost, or injured firefighter.

Additional Rapid Intervention Considerations

When preparing for a firefighter rescue, consider the worst-case scenario. Rapid Intervention Crew/Company (RIC) standard operating guidelines are incident driven.

After considering existing conditions for rescue, RIC should collect the proper equipment required for any potential search and rescue operation encountered.

RIC should prepare by donning full protective clothing and breathing apparatus.

Officers or members assigned the task of RIC shall not get involved in routine firefighting activities, but remain in a state of readiness keeping company members together and ready for deployment.

Operational Retreat Guidelines

In addition to radio traffic requiring evacuation, the following standardized audible signal can be used to indicate evacuation.

The **EVACUATION SIGNAL** will consist of repeated short blasts of the air horn for approximately 10 seconds, followed by 10 seconds of silence. This sequence of air horn blasts for 10 seconds followed by a 10-second period of silence will be done three times; total air horn evacuation signal including periods of silence will last 50 seconds. The incident commander shall designate specific apparatus to sound the evacuation signal using air horns. This should be done in conjunction with the radio announcement of "EMERGENCY TRAFFIC", with direction for emergency scene personnel to evacuate the hazard area.

The Dispatch Center should continue to advise the Incident Commander of the elapsed time at each additional 15-minute interval, or until canceled by the IC, or until the incident is declared under control, i.e., knockdown.

**FOR MORE DETAILED INFORMATION READ:
FIREFIGHTER INCIDENT SAFETY AND ACCOUNTABILITY GUIDELINES - ICS 910**

CHAPTER 19

GLOSSARY OF TERMS

This glossary contains definitions of terms frequently used in ICS documentation that are, for the most part, not defined elsewhere in this guide.

29 CFR Part 1910.120. Item 29 of the Code of Federal Regulations, Part 1910.120 in the Hazardous Waste operations and Emergency Response reference document as required by SARA. This document covers employees involved in certain hazardous waste operations and any emergency response to incidents involving hazardous situations. Federal OSHA enforces this code.

Access Control Point. The point of entry and exit from control zones, that regulate the traffic to and from the work areas and control zones.

Agency Executive or Administrator. A chief executive officer (or designee) of an agency or jurisdiction that has responsibility for the incident.

Agency Representative. An individual assigned to an incident from an assisting or cooperating agency that has been delegated authority to make decisions on matters affecting that agency's participation at the incident. Agency Representatives report to the Incident Liaison Officer.

Air Monitoring. The use of devices to detect the presence of known or unknown gases or vapors.

Air Transportable Mobile Weather Unit (ATMWU). A portable weather data collection and forecasting system used by a National Weather Service Fire Weather Forecaster.

All Risk. Any incident or event, natural or human-caused that warrants action to protect life, property, environment, public health or safety, and minimize disruption of government, social or economic activities.

ALS (Advanced Life Support). Allowable procedures and techniques utilized by EMT-P and EMT-II personnel to stabilize critically sick and injured patient(s) that exceed Basic Life Support procedures.

ALS Responder. Certified EMT-P or EMT-II.

Area Command. Area Command is an expansion of the incident command function primarily designed to manage a very large incident that has multiple incident management teams assigned. However, an Area Command can be established at any time that incidents are close enough that oversight direction is required among incident management teams to ensure conflicts do not arise.

Assigned Resources. Resources checked-in and assigned work tasks on an incident.

Assistant. Title for subordinates of Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be used to supervise unit activities at camps.

Assisting Agency. An agency directly contributing suppression, rescue, support, or service resources to another agency.

Available Resources. Resources assigned to an incident and available for an assignment.

Base. That location where the primary logistics functions are coordinated and administered (incident name or other designator will be added to the term "Base"). The Incident Command Post may be co-located with the base. There is only one base per incident.

Basic Rope Rescue. Rescue operations of a non-complex nature employing the use of ropes and accessory equipment.

BLS (Basic Life Support). Basic non-invasive first-aid procedures and techniques utilized by EMT-P, EMT-II, EMT-I, EMT-D and First Responder personnel to stabilize sick and injured patient(s).

BLS Responder. Certified EMT-I or First Responder.

Boat drive-air. A boat with a propulsion system using an aviation propeller or a ducted fan to generate thrust from the engine having an on-plane draft of zero to twelve inches. The typical boats of this category are the "Florida Swamp" boats and surface effect boats.

Boat drive-jet. A boat with a propulsion system using a water pump to generate thrust having an on-plane draft of six to twelve inches. They can be susceptible to damage from floating debris.

Boat drive-propeller. A boat with a propulsion system using a propeller to generate thrust having an on-plane draft of eighteen to twenty-four inches.

Boat, non-powered. A non-motorized vessel capable of safely transporting rescuers or victims (e.g., raft, skiff, johnboat, etc.).

Boat, powered. A motorized vessel capable of safely transporting rescuers or victims, (e.g. IRB: "Inflatable Rescue Boat", RHIB: "Rigid Hull Inflatable Rescue Boat", Rigid Hull Boat, PWC: "Personal Water Craft," "Airboat", etc.).

Branch. That organizational level having functional, geographical, or jurisdictional responsibility for major parts of the incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. Branches are identified by the use of Roman Numerals, by function, or jurisdictional name.

California Code of Regulations (CCR) Title 8, Section 5192, Subsection (q). This section provides hazardous waste handling guidelines that are enforced by Cal-OSHA. Subsection (q) specifically deals with emergency response to a hazardous substance release.

Camp. A geographical site, within the general incident area, separate from the base, equipped and staffed to provide food, water, and sanitary services to incident personnel.

Chemical Protective Clothing. Includes complete NFPA compliant ensembles (garment, gloves and boots) of individual replaceable elements (boots, gloves) designed and certified to provide protection for the wearer against the physical and chemical effects of hazardous materials.

CHEMTREC. Chemical Transportation Emergency Center operated as a public service of the Chemical Manufacturers Association.

Clear-Text. Use of plain English and common terminology understandable by all.

Command. The act of directing, ordering and/or controlling resources by virtue of explicit legal, agency, or delegated authority.

Command Staff. The Command Staff consists of the Information Officer, Safety Officer, and Liaison Officer who report directly to the Incident Commander.

Company Unity. A term to indicate that a fire company or unit shall remain together in a cohesive and identifiable working group, to ensure personnel accountability and the safety of all members. A company officer or unit leader shall be responsible for the adequate supervision, control, communication and safety of members of the company or unit.

Compatibility. The matching of personal protective equipment (PPE) to the hazards involved providing the best protection for the worker.

Complex. A complex is two or more individual incidents located in the same general proximity that are assigned to a single Incident Commander or Unified Command to facilitate management.

Confined Space Rescue. Rescue operations in an enclosed area, with limited access/egress, not designed for human occupancy and has the potential for physical, chemical or atmospheric injury.

Contamination Control Line (CCL). The established line that separates the Contamination Reduction Zone from the Support Zone.

Contamination Reduction Corridor (CRC). A corridor within the Contamination Reduction Zone where decontamination procedures are conducted.

Contamination Reduction Zone (CRZ). The area between the Exclusion Zone and the Support Zone that acts as a buffer to separate the contaminated area from the clean area.

Control Zones. The geographical areas within the control lines set up at a hazardous materials incident. Includes the Exclusion Zone, Contamination Reduction Zone and Support Zone.

Cooperating Agency. An agency supplying assistance other than direct suppression, rescue, support, or service functions to the incident control effort (e.g., Red Cross, telephone company, etc.).

Coordination Center. A facility that is used for the coordination of agency or jurisdictional resources in support of one or more incidents.

Cost Sharing Agreements. Agreements between agencies or jurisdictions to share designated costs related to incidents.

Decontamination (DECON). The physical and/or chemical process of removing or reducing contamination from personnel or equipment, or in some other way preventing the spread of contamination by persons and equipment.

Delayed Treatment. Second priority in patient treatment. These people require aid, but injuries are less severe.

Deputy. An individual assigned to the Incident Commander, General Staff, or Branch Directors with equal qualifications and delegated authority when acting in their absence.

Division. That organization level having responsibility for operations within a defined geographic area. The Division level is organizationally between the Strike Team and the Branch (See also "Group").

Emergency Traffic. The term used to clear designated channels used at an incident to make way for important radio traffic for a firefighter emergency situation or an immediate change in tactical operations.

EMT-I (Emergency Medical Technician-I). An individual trained in Basic Life Support procedures and techniques and who has a valid EMT-I certificate.

EMT-II (Emergency Medical Technician-II). An individual with additional training in limited Advanced Life Support procedures and techniques according to prescribed standards and who has a valid EMT-II certificate.

EMT-D (Emergency Medical Technician-Defibrillator). An Emergency Medical Technician I with training and certification in automatic and semi-automatic external defibrillation.

EMT-P (Emergency Medical Technician-Paramedic). An EMT-I or EMT-II who has received additional training in Advanced Life Support procedures and techniques and who has a valid EMT-P certificate or license.

Environmental. Atmospheric, Hydrologic and Geologic media (air, water and soil).

Exclusion Zone (EZ). The innermost area immediately surrounding a hazardous materials incident that corresponds with the highest degree of known or potential hazard, and where entry may require special protection.

Expanded Medical Emergency. Any medical emergency that exceeds normal first response capabilities.

Field Testing. The identification of chemical substances using a variety of sources and testing kits that assist in identifying associated chemical and physical properties of those tested chemicals.

Fireline Emergency Medical Technician (FEMT). The FEMT provides emergency medical care to personnel operating on the fireline.

Flood Evacuation Boat (FEB). Resource with personnel trained to operate in floodwaters with the specific task of evacuating persons or small domestic animals from isolated areas.

General Staff. The group of incident management personnel comprised of the Incident Commander, Operations Section Chief, Planning Section Chief, Logistics Section Chief and Finance/Administration Section Chief.

Group. Groups are established to divide the incident into functional areas of operation. Groups are located between Branches (when activated) and Resources in the Operations Section. (See Division).

Hazardous Material. Any solid, liquid, gas, or mixture thereof that can potentially cause harm to the human body through respiration, ingestion, skin absorption or contact and may pose a substantial threat to life, the environment, or to property.

Hazardous Materials Categorization. A process to determine hazardous materials classification, and chemical and physical properties of unknown substances.

Hazardous Materials Categorization Test (HAZ CAT). A field analysis to determine the hazardous characteristics of an unknown material.

Hazardous Materials Company. Any piece(s) of equipment having the capabilities, PPE, equipment, and complement of personnel as specified in the Hazardous Materials Company Types and Minimum Standards found in the Field Operations Guide (ICS 420-1).

Hazardous Materials Incident. The uncontrolled release or threat of release of a hazardous material that may impact life, the environment, or property.

Hazardous Materials Incident Contingency Plan (HMICP). Hazardous Materials Incident Contingency Plan (HMICP) Section 8574.16-8574.18 of the California Government Code. California State Toxic Disaster Plan that would provide for an integrated and effective state procedure to respond to the occurrence of toxic disasters within the state.

Heavy Floor Construction. Structures of this type are built utilizing cast-in-place concrete construction consisting of flat slab panel, waffle or two-way concrete slab assemblies. Pre-tensioned or post-tensioned reinforcing steel rebar or cable systems are common components for structural integrity. The vertical structural supports include integrated concrete columns, concrete enclosed or steel frame, that carry the load of all floor and roof assemblies. This type includes heavy timber construction that may use steel rods for reinforcing. Examples of this type of construction include offices, schools, apartments, hospitals, parking structures and multi-purpose facilities. Common heights vary from single-story to high-rise structures.

Heavy Wall Construction. Materials used for construction are generally heavy and utilize an interdependent structural or monolithic system. These types of materials and their assemblies tend to make the structural system inherently rigid. This construction type is usually built without a skeletal structural frame. It utilizes a heavy wall support and assembly system to provide support for the floors and roof assemblies. Occupancies utilizing tilt-up concrete construction are typically one to three stories in height and consist of multiple monolithic concrete wall panel assemblies. They also use an interdependent girder, column and beam system for providing lateral wall support of floor and roof assemblies. Occupancies typically include commercial, mercantile and industrial. Other examples of this type of construction type include reinforced and un-reinforced masonry (URM) buildings typically of low-rise construction, one to six stories in height, and of any type of occupancy.

Helibase. A location within the general incident area for parking, fueling, maintenance, and loading of helicopters.

Helicopter Rescue Operational. Personnel trained and equipped to work with helicopters and crew, for hoist, short haul-line victim extraction, rappel, or low-level insertions.

Helispot. A location where a helicopter can take off and land.

Helitanker. A helicopter equipped with a fixed tank, Air Tanker Board Certified, capable of delivering a minimum of 1,100 gallons of water, retardant, or foam.

Hospital Alert System. A communications system between medical facilities and on-incident medical personnel that provides available hospital patient receiving capability and/or medical control.

Immediate Treatment. A patient who requires rapid assessment and medical intervention for survival.

Incident Action Plan (IAP). A plan that contains objectives that reflects the incident strategy and specific control actions for the current or next operational period.

Incident Command Post (ICP). That location at which the primary command functions are executed and usually collocated with the incident base.

Incident Command System (ICS). The combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure with responsibility for the management of assigned resources to effectively accomplish stated objectives pertaining to an incident.

Incident Objectives. Statements of guidance and direction that are achievable, measurable, and necessary for the selection of appropriate strategy (ies), and the tactical direction of resources.

Infrared (IR). A heat detection system used for fire detection, mapping and hot spot identification.

Infrared (IR) Groundlink. A capability through the use of a special mobile ground station to receive air-to-ground infrared imagery for interpretation.

Initial Response. Resources initially committed to an incident.

IRB. Inflatable rescue boat.

Jurisdictional Agency. The agency having responsibility for a specific geographical area or function as designated by statute or contract.

Light Frame Construction. Materials used for construction are generally lightweight and provide a high degree of structural flexibility to applied forces, such as earthquakes, hurricanes, tornadoes, etc. These structures are typically constructed with a skeletal structural frame system of wood or light gage steel components, which provide support to the floor or roof assemblies. Examples of this construction type are wood frame structures used for residential, multiple low-rise occupancies and light commercial occupancies up to four stories in height. Light gage steel frame buildings include commercial business and light manufacturing occupancies and facilities.

Mayday. An international distress signal that will not be used for fire ground communications.

Medical Supply Cache. A cache consists of standardized medical supplies and equipment stored in a predetermined location for dispatch to incidents.

Message Center. The Message Center receives, records, and routes information about resources reporting to the incident, resource status, and administration and tactical traffic.

MICU (Mobile Intensive Care Unit). Refers to a vehicle equipped to support paramedic functions. It would include drugs, medications, cardiac monitors and telemetry, and other specialized emergency medical equipment.

Minor Treatment. These patients' injuries require simple rudimentary first-aid.

Mobilization Center. An off-incident location at which emergency service personnel and equipment are temporarily located pending assignment, release, or reassignment.

Morgue (Temporary On-Incident). Area designated for temporary placement of the dead.

Multi-Agency Coordination (MAC). The coordination of assisting agency resources and support to emergency operations.

Multi-Agency Coordination System (MACS). The combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordination of assisting agency resources and support to agency emergency operations.

Multi-Casualty. The combination of numbers of injured personnel and type of injuries that exceed the capability of an agency's normal first response.

Operational Period. The period of time scheduled for execution of a given set of tactical actions as specified in the Incident Action Plan.

Operations Coordination Center (OCC). The primary facility of the Multi-Agency Coordination System. It houses the staff and equipment necessary to perform the MACS functions.

Orthophoto Maps. Aerial photographs corrected to scale so that geographic measurements may be taken directly from the prints.

Out-of-Service Resources. Resources assigned to an incident but unable to respond for mechanical, rest, or personnel reasons.

Patient Transportation Recorder. Responsible for recording pertinent information regarding off-incident transportation of patients.

Personal Protective Equipment (PPE). That equipment and clothing required to shield and/or isolate personnel from thermal, chemical, radiological, physical, or biological hazards.

Personnel Accountability. The ability to account for the location and status of personnel.

Personnel Accountability Reports (PAR). Periodic reports verifying the status of responders assigned to an incident.

PFD. Personal flotation device with a minimum U.S. Coast Guard rating of Type III or V.

Planning Meeting. A meeting, held as needed throughout the duration of an incident, to select specific strategies and tactics for incident control operations and for service and support planning.

Pre-cast Construction. Structures of this type are built utilizing modular pre-cast concrete components that include floors, walls, columns and other sub-components that are field connected upon placement on site. Individual concrete components utilize imbedded steel reinforcing rods and welded wire mesh for structural integrity and may have either steel beam, column, or concrete framing systems utilized for the overall structural assembly and building enclosure. These structures rely on single or multi-point connections for floor and wall enclosure assembly and are a safety and operational concern during collapse operations. Examples of this type of construction include commercial, mercantile, office and multi-use or multi-function structures including parking structures and large occupancy facilities.

Protective Actions. The actions taken to preserve the health and safety of emergency responders and the public during an incident involving releases of hazardous materials. Examples would include evacuations or in-place protection techniques.

PWC. Personal watercraft (water bike, jet ski).

Qualified. A person meeting a recognized level of training, experience and certification for the assigned position.

Radiation Monitoring and Detection. The use of specialized devices to determine the presence, type and intensity of ionizing radiation, and to determine dosage over time.

Radio Cache. A cache may consist of a number of portable radios, a base station and, in some cases, a repeater stored in a predetermined location for dispatch to incidents.

Rapid Intervention Crew/Company (RIC). A crew or company designated to standby in a state of readiness to rescue emergency personnel.

Refuge Area. An area identified within the incident for the assembly of individuals in order to reduce the risk of further contamination or injury.

Reinforced Response. Those resources requested in addition to the initial response.

Reporting Locations. Any one of six facilities/locations where incident assigned resources may check in.

Resources. All personnel and major items of equipment available, or potentially available, for assignment to incident tasks on which status is maintained.

Respiratory Protection. The provision of a NIOSH approved breathing system to protect the respiratory system of the wearer from hazardous atmospheres.

Responder Rehabilitation. The rest and treatment of incident personnel who are suffering from the effects of strenuous work and/or extreme conditions.

RHIB. Rigid hull inflatable boat.

Rigid Hull. A boat constructed of wood, fiberglass, or aluminum with no inflated components.

Safe Refuge Area (SRA). A safe area within the Contamination Reduction Zone (CRZ) for the assembly of individuals who were on site at the time of the spill. Separation of any potentially contaminated or exposed persons from non-exposed persons should be accomplished in the SRA.

Search Marking System. A standardized marking system employed during and after the search of a structure for potential victims.

Section. The organization level having functional responsibility for primary segments of incident management (Operations, Planning, Logistics, Finance/Administration). The Section level is organizationally between Branch and Incident Commander.

SEMS (Standardized Emergency Management System). California's Emergency Management System that facilitates priority setting, interagency cooperation, and the efficient flow of resources and information utilizing ICS principles including the five elements of Command, Operations, Planning, Logistics, and Finance/Administration. SEMS is used in California at five levels: Field Response, Local Government, Operational Areas, Regions, and State. SEMS incorporates the Incident Command System, Multi/Inter-Agency Coordination, Mutual Aid, and the Operational Area Concept.

Single Resource. An individual piece of equipment and its personnel complement, or an established crew or team of individuals with an identified work supervisor that can be used on an incident.

Site. That area within the Contamination Reduction Control Line at a hazardous materials incident.

Site Safety and Control Plan (ICS 208). An emergency response plan describing the general safety procedures to be followed at an incident involving hazardous materials, and prepared in accordance with CCR Title 8, Section 5192, and 29 CFR 1910.120.

Staging Area. That location where incident personnel and equipment are assigned on a three-minute available status.

Standby Members (2-in, 2-out). Two personnel who remain outside the hazard area during the initial stages of an incident to rescue responders and who are responsible for maintaining a constant awareness of the number and identity of members operating in the hazardous area, their location and function, and time of entry.

START - S.T.A.R.T. Acronym for Simple Triage And Rapid Transport.

Strategy. The general plan or direction selected to accomplish incident objectives.

Strike Team. Specified combinations of the same kind and type of resources, with common communications and a leader.

Structure/Hazards Marking System. A standardized marking system to identify structures in a specific area and any hazards found within or near the structure.

Support Zone. The area outside of the Contamination Control Line where equipment and personnel are assembled in support of incident operations, wherein such personnel and equipment are not expected to become contaminated.

Swiftwater. Water that is moving fast enough to produce sufficient force to present a significant life and safety hazard to a person entering the water.

Training Levels:

Awareness: Knowledge based course of instruction, emphasizing hazards and personnel safety. Generally lecture only.

Operational: Participation based course of instruction; emphasizing personal safety, team safety and limited low risk victim rescue. The course generally includes objective evaluation and testing.

Technician: Performance based course of instruction emphasizing personnel safety, team safety, and mid to high-risk victim rescue. The course generally includes objective evaluation and testing.

Tactics. Deploying and directing resources on an incident to accomplish the objectives designated by current incident strategy.

Task Force. A group of resources with common communications and a leader that may be pre-established and sent to an incident, or formed at an incident.

Technical Reference. Access to, use of, and interpretation of various technical databases, chemical substance data depositories, response guidelines, regulatory documents, and other sources both in print and electronic format.

Technical Specialists. Personnel with special skills who are activated only when needed.

Triage. Screening and classification to determine priority needs in order to ensure the efficient use of personnel, equipment and facilities.

Triage Tag (medical). A tag used by triage personnel to identify and document the patient's medical condition.

Unified Command. Unified Command is a team effort that allows all agencies with jurisdictional responsibility for the incident, either geographical or functional, to manage an incident by establishing a common set of incident objectives and strategies. This is accomplished without losing or abdicating agency authority, responsibility or accountability.

Unit. That organization element having functional responsibility for a specific incident planning, logistics, or finance activity.

Urban Search and Rescue (US&R) Company. Any ground vehicle(s) providing a specified level of US&R operational capability, rescue equipment, and personnel.

Urban Search and Rescue (US&R) Crew. A pre-determined number of individuals who are supervised, organized and trained principally for a specified level of US&R operational capability. They respond without equipment and are used to relieve or increase the number of US&R personnel at the incident.

Watershed Rehabilitation. Restoration of watershed to, as near as possible, its pre-incident condition, or to a condition where it can recover on its own. Also known as "rehab".

Weapons of Mass Destruction (WMD). Reference to those substances that can be weaponized and are developed for the purpose of creating widespread injury, illness and death. Agents are produced in quantity and/or filled into munitions in a specialized formulation with enhanced shelf life or dissemination properties.

APPENDIX A COMMUNICATIONS

FIRESCOPE RADIO COMMUNICATIONS GUIDELINES

FIRESCOPE Radio Communications Guidelines are derived from the Cooperative Agreements for Use of Radio Frequencies between fire service agencies of California allowing for mutual use of radio frequencies during mutual aid efforts.

There are 32 specific channels that should be preprogrammed into all radios utilized by fire service agencies providing mutual aid in California. See the FIRESCOPE STATEWIDE FREQUENCY CHANNEL PLAN on page A-3.

IMPORTANT COMMUNICATIONS ISSUES FOR THE 2004 FIRE SEASON

Effective with the 2004 fire season, ALL VHF radios used on Federal and some State of California radio channels must be reprogrammed.

The National Telecommunications and Information Administration (the Federal Government's frequency manager) has mandated that Federal agency VHF frequencies must be narrow-banded by January 1, 2005. Although the FCC rules provide that most state and local government frequencies are not required to be narrow-banded until sometime in the future, this migration affects state and local government agencies **immediately**.

During the fall of 2003, USFS started the process of narrow-banding all VHF communications systems. NIFC has implemented the same changes to the National Interagency Radio Support Cache. In addition to the federal changes, certain State of California frequencies have been converted to narrow-band operation.

It is imperative that qualified service personnel inspect all mobile and portable VHF radio communications equipment immediately in order to determine if it is capable of, and programmed for, narrow-band operation. Of particular importance is the inspection of all VHF radio equipment manufactured prior to January 1, 2000.

Any non-compliant radio equipment used on narrow-band channels may present a **life-safety hazard** for all users.

The FIRESCOPE Communications Specialist Group and the California Statewide Interoperability Executive Committee (CALSIEC) are formulating revised standards for radio equipment and frequency utilization to address interoperability concerns within the California Fire Service.

For additional information, check the FIRESCOPE website (www.firescope.org) regularly.

GUIDELINES

1. While numerous frequencies can be preprogrammed into radios, it is important to note that in order to use those frequencies (including those frequencies listed in the FIREScope STATEWIDE FREQUENCY CHANNEL PLAN) an agency: 1) must be licensed for those frequencies, or 2) must have a frequency use agreement or memorandum of understanding with the agency that is licensed for the frequencies, or 3) must be specifically authorized based on an approved Incident Radio Communications Plan (ICS Form 205).
2. Each agency requesting mutual aid will advise responding agencies of initial contact frequency for the incident. Generally these initial contact channels will be WHITE 1 or CALIFORNIA TRAVEL NET.
3. Local policy will dictate frequency assignments for an incident until an Incident Radio Communications Plan is established.
4. The Communications Unit Leader (COML) is responsible for managing assigned frequencies. The COML must clear the use of local, state and federal frequencies with the controlling agencies prior to inclusion in an Incident Radio Communications Plan.
5. Clear text (plain English) should be used for all communications. CODES SHALL NOT BE USED. Actual frequencies and channel names should be stated, e.g. "154.265, White 2", or "168.200, NIFC Tac 2". Channel numbers should not be used.
6. Data communications (i.e., automated or push button status keeping for "computer aided dispatch" [CAD] systems) shall not be used outside the local agency's normal area of operation.
7. Frequency (mobile) extenders shall not be used outside the local agency's normal area of operation.

VHF (150-174 MHz) OPERATIONS

The FIREScope Radio Communications Guidelines were developed to assist California Fire Service agencies in buying and programming synthesized radios so as to maximize their effectiveness for Mutual Aid. The Guidelines are based on "VHF High Band" (150-174 MHz) as most of the California Fire Service operates in this band. Only certain frequencies are available for use statewide; these are the "White" Fire Mutual Aid channels, OES channels, CDF channels, and U.S. Forest Service (NIFC) channels, all of which are "VHF High Band."

These channels should be preprogrammed into all radios utilized by fire service agencies providing mutual aid in California:

FIREScope STATEWIDE FREQUENCY CHANNEL PLAN

Channel ID	Receive and Xmit Direct	Repeater Transmit	Band-Width	Transmit Power	Usage Notes
WHITE 1	154.2800		WIDE	HIGH	1
WHITE 2	154.2650		WIDE	HIGH	1
WHITE 3	154.2950		WIDE	HIGH	1
CALCORD	156.0750		WIDE	HIGH	2
CDF COMMAND 1	151.3550	159.3000	WIDE	HIGH	3
CDF COMMAND 2	151.2650	159.3300	WIDE	HIGH	3
CDF COMMAND 3	151.3400	159.3450	WIDE	HIGH	3
CA TRAVEL NET	169.1250	168.3250	NARROW	HIGH	3, 4
OES 1	154.1600		WIDE	HIGH	
OES 2	154.2200		WIDE	HIGH	
CDF TAC 2	151.1600		WIDE	HIGH	
CDF TAC 10	151.4000		WIDE	HIGH	
NIFC COMMAND 1	168.7000	170.9750	NARROW	LOW	3, 4, 5, 6
NIFC COMMAND 2	168.1000	170.4500	NARROW	LOW	3, 4, 5, 6
NIFC COMMAND 3	168.0750	170.4250	NARROW	LOW	3, 4, 5, 6
NIFC COMMAND 4	166.6125	168.4000	NARROW	LOW	3, 4, 5, 6
NIFC COMMAND 5	167.1000	169.7500	NARROW	LOW	3, 4, 5, 6
NIFC COMMAND 6	168.4750	173.8125	NARROW	LOW	3, 4, 5, 6
NIFC COMMAND 7	162.9625	171.7875	NARROW	LOW	3, 4, 5, 6
NIFC TAC 1	168.0500		NARROW	LOW	4, 5, 6
NIFC TAC 2	168.2000		NARROW	LOW	4, 5, 6
NIFC TAC 3	168.6000		NARROW	LOW	4, 5, 6
NIFC TAC 4	164.1375		NARROW	LOW	4, 5, 6
NIFC TAC 5	166.7250		NARROW	LOW	4, 5, 6
NIFC TAC 6	166.7750		NARROW	LOW	4, 5, 6
NIFC TAC 7	168.2500		NARROW	LOW	4, 5, 6
USFS R5 TAC 4	173.9125		NARROW	LOW	5, 6
USFS R5 TAC 5	173.9625		NARROW	LOW	5, 6
USFS R5 TAC 6	173.9875		NARROW	LOW	5, 6
USFS AIR-GROUND	170.0000		NARROW	LOW	5, 6
CDF AIR-GROUND	151.2200		WIDE	LOW	5
BLM AIR-GROUND	167.9500		NARROW	LOW	5, 6

USAGE NOTES:

1. The White channels require individual agency licensing from the FCC. White Channel operational policies are outlined in OES Fire Operations Bulletin 28.
2. Use of CALCORD is subject to the CALCORD Plan, under an executed CALCORD agreement with OES. Contact OES Telecommunications (916-845-8630) for information.
3. Federal and State of California agencies use the following sixteen standard tones for repeater access. These must be included for repeater use. These tones must be programmed on the transmit side **only** of mobile and portable radios.

1. 110.9	2. 123.0	3. 131.8	4. 136.5
5. 146.2	6. 156.7	7. 167.9	8. 103.5
9. 100.0	10. 107.2	11. 114.8	12. 127.3
13. 141.3	14. 151.4	15. 162.2	16. 192.8

4. In order to program California Travel Net, all "Note 4" channels (NIFC Command and Tactical channels) must be programmed in the radio.
5. Transmitters are to be set to lowest available power setting on this frequency.
6. For use when assigned by an Incident. Incident COML's must obtain authorization for the use of these channels through the NIFC Communications Duty Officer (208-387-5644).

800 MHz OPERATIONS

The following Interoperability Channels in the 800 MHz band are available for use by the California Fire Service:

Channel ID	Receive and Xmit Direct	Repeater Transmit	Usage Notes
Int'l Calling Channel (ICALL)	866.0125	821.0125	7
Int'l Tactical Channel 1 (ITAC 1)	866.5125	821.5125	7
Int'l Tactical Channel 2 (ITAC 2)	867.0125	822.0125	7
Int'l Tactical Channel 3 (ITAC 3)	867.5125	822.5125	7
Int'l Tactical Channel 4 (ITAC 4)	868.0125	823.0125	7
Statewide Fire / EMS Tactical (FIREMARS)	868.9875	823.9875	8
Northern CA Fire / EMS Tactical (FIREMARS 2)	866.9125	821.9125	8, 9

USAGE NOTES:

7. These channels are for inter-agency/inter-discipline use. No single-agency, routine communications permitted. Tone 6 (156.7 Hz.) is used as the International common tone (transmit and receive).
8. Use as a Fire and EMS single-agency or strike-team common channel is permitted. Tone 6 (156.7 Hz.) is used as the common tone (transmit and receive). Use is subject to an executed use agreement with OES. Contact OES Telecommunications (916-845-8630) for information.
9. **Not available for use** in Imperial, Kern, Los Angeles, Orange, Riverside, San Bernardino, San Diego, San Luis Obispo, Santa Barbara, and Ventura counties.

APPENDIX B
California Agency Designators
Alphabetical by Agency

ID	AGENCY	CITY
FFT	233 rd FIRE FIGHTING TEAM	ROSEVILLLE
ADI	ADIN FPD	ADIN
AGC	AEROJET ORDINANCE COMPANY FD	CHINO HILLS
PLN	AIR FORCE PLANT 42/PYRAMID SVCS INC.	PALMDALE
ANG	AIR NATIONAL GUARD FD	FRESNO
ACF	ALAMEDA CFD	SAN LEANDRO
ALA	ALAMEDA FD	ALAMEDA
ALB	ALBANY FD	ALBANY
ALR	ALBION/LITTLE RIVER VFD	LITTLE RIVER
ALH	ALHAMBRA FD	ALHAMBRA
ALG	ALLEGHANY VFD	ALLEGHANY
ALP	ALPINE CFD	CAMINO
ACP	ALPINE FPD	ALPINE
ASC	ALPINE MEADOWS FPD	TAHOE CITY
AFP	ALTA FPD	ALTA
ALT	ALTAVILLE/MELONES FPD	ALTAVILLE
ALV	ALTURAS CITY FD	ALTURAS
ALF	ALTURAS RURAL FPD	ALTURAS
AMC	AMADOR FPD	JACKSON
ACY	AMERICAN CANYON FPD	AMERICAN CANYON
KMC	AMERICAN CHEMICAL	TRONA
ANA	ANAHEIM FD	ANAHEIM
AFD	ANDERSON FPD	ANDERSON
AVY	ANDERSON VALLEY CSD FD	BOONVILLE
AGL	ANGELS CAMP FD	ANGELS CAMP
ANN	ANNAPOLIS VFD	ANNAPOLIS
ANT	ANTELOPE VALLEY FD	COLEVILLE
APP	APPLE VALLEY FPD	APPLE VALLEY
APT	APTOS LA SELVA (BEACH) FPD	APTOS
ARB	ARBUCKLE/COLLEGE CITY FPD (C.N.G.)	ARBUCKLE
ARC	ARCADIA FD	ARCADIA
ARF	ARCATA FPD	ARCATA
ATC	AROMAS TRI-COUNTY FPD	AROMAS
ABL	ARROWBEAR LAKE FD	ARROWBEAR LAKE
AYG	ARROYO GRANDE FD	ARROYO GRANDE
ART	ARTOIS FPD	ARTOIS
ASP	ASPENDELL FC	BISHOP

ID	AGENCY	CITY
ATA	ATASCADERO CITY FD	ATASCADERO
ATS	ATASCADERO STATE HOSPITAL FD	ATASCADERO
ATW	ATWATER FD	ATWATER
AUB	AUBERRY VFD	AUBERRY
ABR	AUBURN VFD	AUBURN
AVA	AVALON FD	AVALON
CPA	AVENAL STATE PRISON	AVENAL
ACR	AVIATION CFR FD	STOCKTON
AVI	AVILA BEACH FPD	AVILA BEACH
BAK	BAKER FD	BAKER
BKF	BAKERSFIELD FD	BAKERSFIELD
BLD	BALD MOUNTAIN VFD	AUBERRY
BBB	BARONA FPD	LAKESIDE
BAR	BARSTOW FPD	BARSTOW
BAY	BAYLISS FPD	GLENN
BEA	BEALE AFB FD	BEALE AFB
BRV	BEAR VALLEY FD	BEAR VALLEY
BIV	BEAR VALLEY/INDIAN VALLEY FD	STONYFORD
BEC	BECKWOURTH FD	BECKWOURTH
BGF	BEGINNINGS VFD	REDWAY
BVV	BELLA VISTA VFC	BELLA VISTA
BEN	BEN LOMOND FPD	BEN LOMOND
BNC	BENICIA FD	BENICIA
BVF	BENNETT VALLEY FPD	SANTA ROSA
BER	BERKELEY FD	BERKELEY
BTH	BETHEL ISLAND FPD	BETHEL ISLAND
BHL	BEVERLY HILLS FD	BEVERLY HILLS
CCA	BIA, CENTRAL CALIF AGENCY	SACRAMENTO
NCA	BIA, NORTHERN CALIF AGENCY	REDDING
SAO	BIA, SACRAMENTO AREA OFFICE	SACRAMENTO
SCA	BIA, SOUTHERN CALIF AGENCY	RIVERSIDE
BBC	BIG BEAR CITY CSD	BIG BEAR CITY
BBL	BIG BEAR LAKE FPD	BIG BEAR LAKE
BBV	BIG BEND VFC	BIG BEND
BCR	BIG CREEK VFD	BIG CREEK
BGP	BIG PINE FPD	BIG PINE
BSB	BIG SUR VFB	BIG SUR
BGV	BIG VALLEY FPD	BIEBER
BIG	BIGGS FD	BIGGS
BSH	BISHOP VFD	BISHOP
BBD	BLM, BAKERSFIELD DISTRICT	BAKERSFIELD
BLM	BLM, CALIFORNIA	(see CSO)

ID	AGENCY	CITY
CSO	BLM, CALIFORNIA STATE OFFICE FAM	SACRAMENTO
CDD	BLM, DESERT DISTRICT	RIVERSIDE
NOD	BLM, NORTHERN CALIFORNIA DISTRICT	SUSANVILLE
OVD	BLM, OWENS VALLEY DISTRICT	BISHOP
BFC	BLOOMFIELD VFD	VALLEY FORD
BLU	BLUE LAKE VFD	BLUE LAKE
BLY	BLYTHE FD	BLYTHE
BDB	BODEGA BAY FPD	BODEGA BAY
BOD	BODEGA VFD	BODEGA
BOH	BOHEMIAN GROVE FD	MONTE RIO
BOL	BOLINAS FPD	BOLINAS
BON	BONITA SUNNYSIDE FPD	BONITA
BGO	BORREGO SPRINGS FD	BORREGO SPRINGS
BOU	BOULDER CREEK FPD	BOULDER CREEK
BLV	BOULEVARD F&RD	BOULEVARD
BRN	BRANCIFORTE FPD	SANTA CRUZ
BRW	BRAWLEY FD	BRAWLEY
BRE	BREA FD	BREA
BRI	BRIDGEPORT FPD	BRIDGEPORT
BRS	BRISBANE FD	BRISBANE
BPC	BRITISH PETROLEUM CARSON FD	CARSON
BCS	BROOKTRAILS CSD FD	WILLITS
BRK	BURBANK FD	BURBANK
BRB	BURBANK PARADISE FPD	MODESTO
BIA	BUREAU OF INDIAN AFFAIRS	(see CCA/NCA/SAO/SCA)
BUR	BURLINGAME FD	BURLINGAME
BUF	BURNEY FPD	BURNEY
BUT	BUTTE CFD	OROVILLE
GLC	BUTTE CITY FD	BUTTE CITY
BTE	BUTTE VALLEY FPD	MAC DOEL
CNH	C AND H SUGAR COMPANY FD	CROCKETT
CSD	C-ROAD CSD	BLAIRSDEN
CBT	CABAZON TRIBAL FD, STN 276	INDIO
CFC	CACHAGUA FPD	CARMEL VALLEY
FRG	CALAVERAS CFD	SAN ANDREAS
CLX	CALEXICO FD	CALEXICO
CAC	CALIFORNIA CITY FD	CALIFORNIA CITY
CCC	CALIFORNIA CONSERVATION CORP.	SACRAMENTO
CCO	CALIFORNIA CORRECTIONAL CENTER	LITCHFIELD
DOT	CALIF. DEPT. OF TRANSPORTATION	SACRAMENTO
CIM	CALIF. INSTITUTE FOR MEN – CHINO FD	CHINO
CIW	CALIF. INSTITUTE FOR WOMEN-CORONA	CORONA

ID	AGENCY	CITY
MFC	CALIFORNIA MEDICAL FACILITY FD	VACAVILLE
CMC	CALIF. MEN'S COLONY FD	SAN LUIS OBISPO
CNA	CALIFORNIA NATIONAL GUARD	RANCHO CORDOVA
CPV	CALIFORNIA PINES VFD	ALTURAS
CRC	CALIFORNIA REHABILITATION CENTER	NORCO
CSP	CALIFORNIA STATE PARKS	SACRAMENTO
CPT	CALIPATRIA FD	CALIPATRIA
CPP	CALIPATRIA STATE PRISON FD	CALIPATRIA
CAL	CALISTOGA FD	CALISTOGA
CMB	CAMBRIA FD	CAMBRIA
CAM	CAMERON PARK FD	CAMERON PARK
CMK	CAMP MEEKER VFD	CAMP MEEKER
MCP	CAMP PENDLETON FD	CAMP PENDLETON
BOB	CAMP ROBERTS FD	CAMP ROBERTS
CPO	CAMPO FR (CSA-112)	CAMPO
CBK	CAMPO RESERVATION FD	CAMPO
CAN	CANBY FPD	CANBY
CPY	CAPAY FPD	ORLAND
PAY	CAPAY VALLEY FPD	BROOKS
CAR	CARLOTTA CSD	CARLOTTA
CBD	CARLSBAD FD	CARLSBAD
CBS	CARMEL BY THE SEA FD	CARMEL BY THE SEA
CHF	CARMEL HIGHLANDS FPD	MONTEREY
CVF	CARMEL VALLEY FPD	CARMEL VALLEY
CRP	CARPINTERIA/SUMMERLAND FPD	CARPINTERIA
CSL	CASSEL VFC	CASSEL
CPD	CASTELLA FPD	CASTELLA
CDR	CATHEDRAL CITY FD	CATHEDRAL CITY
CAY	CAYUCOS FPD	CAYUCOS
CAZ	CAZADERO FD	CAZADERO
AEU	CDF, AMADOR/EL DORADO	CAMINO
BTU	CDF, BUTTE	OROVILLE
CNR1	CDF, CALIF. NORTHERN REGION ADMIN	SANTA ROSA
CNR	CDF, CALIF. NORTHERN REGION OP's	REDDING
CSR1	CDF, CALIF. SOUTHERN REGION ADMIN	FRESNO
CSR	CDF, CALIF. SOUTHERN REGION OP's	RIVERSIDE
CFA	CDF FIRE ACADEMY	IONE
FKU	CDF, FRESNO/KINGS	SANGER
CDF	CDF HEADQUARTERS	SACRAMENTO
HUU	CDF, HUMBOLDT/DEL NORTE	FORTUNA
LNU	CDF, LAKE/NAPA/SONOMA	SAINT HELENA
LMU	CDF, LASSEN/MODOC	SUSANVILLE

ID	AGENCY	CITY
MMU	CDF, MADERA/MARIPOSA/MERCED	MARIPOSA
MEU	CDF, MENDOCINO	WILLITS
NEU	CDF, NEVADA/YUBA/PLACER	AUBURN
RRU	CDF, RIVERSIDE	PERRIS
BEU	CDF, SAN BENITO/MONTEREY	MONTEREY
BDU	CDF, SAN BERNARDINO	SAN BERNARDINO
MVU	CDF, SAN DIEGO/IMPERIAL	EL CAJON
SLU	CDF, SAN LUIS OBISPO	SAN LUIS OBISPO
CZU	CDF, SAN MATEO/SANTA CRUZ	FELTON
SCU	CDF, SANTA CLARA	MORGAN HILL
SHU	CDF, SHASTA/TRINITY	REDDING
SKU	CDF, SISKIYOU	YREKA
TGU	CDF, TEHAMA/GLENN	RED BLUFF
TCU	CDF, TOULUMNE/CALAVERAS	SAN ANDREAS
TUU	CDF, TULARE	VISALIA
CDV	CEDARVILLE FPD	CEDARVILLE
CNV	CENTERVILLE VFC	REDDING
CEP	CENTINELA STATE PRISON FD	IMPERIAL
CCF	CENTRAL CALAVERAS FPD	MOUNTAIN RANCH
CWF	CENTRAL CALIF WOMEN'S FACILITY FD	CHOWCHILLA
CEN	CENTRAL COUNTY FD	BURLINGAME
CTL	CENTRAL FPD of SANTA CRUZ COUNTY	SANTA CRUZ
CES	CERES DPS FD	CERES
CVV	CHALFANT VALLEY FD	CHALFANT VALLEY
CHE	CHESTER FPD	CHESTER
OIL	CHEVRON FD (XCC)	RICHMOND
CVN	CHEVRON REFINERY FD	EL SEGUNDO
CHI	CHICO FD	CHICO
CHO	CHINO VALLEY FPD	CHINO HILLS
CHW	CHOWCHILLA VFD	CHOWCHILLA
CHA	CHUCKAWALLA VALLEY STATE PRISON FD	BLYTHE
CHV	CHULA VISTA FD	CHULA VISTA
CBF	CLARKSBURG FPD	CLARKSBURG
CLC	CLEAR CREEK CSD FD	CLEAR CREEK
CLO	CLEARLAKE OAKS FD	CLEARLAKE OAKS
CLE	CLEMENTS RURAL FPD	CLEMENTS
CLD	CLOVERDALE FPD	CLOVERDALE
CLV	CLOVIS FD	CLOVIS
CLG	COALINGA FD	COALINGA
CCV	COFFEE CREEK VFC	TRINITY CENTER
CFX	COLFAX VFD	COLFAX
CGV	COLLEGEVILLE FPD	STOCKTON

ID	AGENCY	CITY
CLM	COLMA FPD	COLMA
COL	COLTON FD	COLTON
CCD	COLUMBIA COLLEGE FD	SONORA
CLB	COLUMBIA FPD	COLUMBIA
CLS	COLUSA FD	COLUSA
MCT	COMBAT CENTER FD (USMC)	TWENTY-NINE PALMS
CMT	COMPTCHE CSD VFD	COMPTCHE
CMP	COMPTON FD	COMPTON
CTN	COMPTONVILLE VFD	COMPTONVILLE
CCH	CONTRA COSTA CO. ENVIR. HLTH SVCS	MARTINEZ
CON	CONTRA COSTA CFPD	PLEASANT HILL
CCW	CONTRA COSTA WATER DISTRICT	BRENTWOOD
COC	COPCO LAKE FPD	MONTAGUE
COP	COPPEROPOLIS FPD	COPPEROPOLIS
CPK	CORCORAN STATE PRISON FD	CORCORAN
CNG	CORNING VFD	CORNING
COR	CORONA FD	CORONA
CRD	CORONADO FD	CORONADO
CTF	CORRECTIONAL TRAINING FACILITY-CDC	SOLEDAD
CMD	CORTE MADERA FD	CORTE MADERA
COS	COSTA MESA FD	COSTA MESA
COT	COTTONWOOD FPD	COTTONWOOD
CLF	COURTLAND FPD	COURTLAND
CVL	COVELO FPD	COVELO
CRS	CRESCENT CITY VFP	CRESCENT CITY
CRT	CRESCENT FPD	CRESCENT CITY
CRF	CREST FOREST FPD	CRESTLINE
CRK	CROCKETT-CARQUINEZ FPD	CROCKETT
CUL	CULVER CITY FD	CULVER CITY
CYP	CYPRESS FPD	MONTEREY
DAG	DAGGETT CSD	DAGGETT
DAL	DALY CITY FD	DALY CITY
DAV	DAVIS CREEK FPD	DAVIS CREEK
DVS	DAVIS FD	DAVIS
DLV	DE LUZ VFD	FALLBROOK
DSF	DEER SPRINGS FD	ESCONDIDO
DLA	DEF. DIST. DEPOT SAN JOAQUIN FPP	STOCKTON
DMR	DEL MAR FD	DEL MAR
DLT	DELTA FPD (XSJ)	RIO VISTA
DEN	DENAIR FPD	DENAIR
TDV	DEUEL VOCATIONAL INSTITUTION	TRACY
DSP	DIAMOND SPRINGS/EL DORADO FPD	DIAMOND SPRINGS

ID	AGENCY	CITY
DIN	DINUBA FD	DINUBA
DIX	DIXON FD	DIXON
DOF	DOBBINS/OREGON HOUSE FPD	OREGON HOUSE
DON	DONNER SUMMIT FD	SODA SPRINGS
DCF	DONOVAN CORRECTIONAL FACILITY	SAN DIEGO
DOR	DORRIS FD	DORRIS
DOS	DOS PALOS VFD	DOS PALOS
DOU	DOUGLAS CITY FD	DOUGLAS CITY
DOW	DOW CHEMICAL COMPANY FD	PITTSBURG
DNY	DOWNEY FD	DOWNEY
DWN	DOWNIEVILLE FPD	DOWNIEVILLE
DOY	DOYLE FPD	DOYLE
DCR	DRY CREEK VFPD	ROSEVILLE
DNN	DUNNIGAN FPD	DUNNIGAN
DUN	DUNSMUIR FD	DUNSMUIR
DUT	DUTCH FLAT VFD	DUTCH FLAT
EAG	EAGLEVILLE FPD	EAGLEVILLE
EBY	EAST BAY REGIONAL PARKS FD	OAKLAND
ECO	EAST CFD (XSD)	EL CAJON
CCE	EAST CONTRA COSTA FPD	BRENTWOOD
EDF	EAST DAVIS FPD	DAVIS
EDI	EAST DIABLO FPD	BRENTWOOD
NCL	EAST NICOLAUS FD	EAST NICOLAUS
EBB	EBBETTS PASS FPD	ARNOLD
FPB	EDWARDS AFB FPD	EDWARDS AFB
ELC	EL CAJON FD	EL CAJON
ECN	EL CENTRO FD	EL CENTRO
ECR	EL CERRITO FD	EL CERRITO
ECF	EL DORADO CFPD	CAMINO
EDH	EL DORADO HILLS FD	EL DORADO HILLS
EMD	EL MEDIO FPD	OROVILLE
ELS	EL SEGUNDO FD	EL SEGUNDO
SDC	ELDRIDGE FD	ELDRIDGE
EFF	ELFIN FOREST/HARMONY GROVE FD	ELFIN FOREST
ELK	ELK CREEK FPD	ELK CREEK
EGR	ELK GROVE CSD FD	ELK GROVE
EKV	ELK VFD	ELK
EHF	ELKHORN VFD	WEST SACRAMENTO
EME	EMERYVILLE F&ES	EMERYVILLE
ENC	ENCINITAS FD	ENCINITAS
ESL	ESCALON CONSOLIDATED FPD	ESCALON
ESC	ESCONDIDO FD	ESCONDIDO

ID	AGENCY	CITY
ESP	ESPARTO FPD	ESPARTO
ETN	ETNA FD	ETNA
EUR	EUREKA FD	EUREKA
EXE	EXETER FD	VISALIA
EXX	EXXON BENECIA REFINERY CO. FD	BENICIA
FRF	FAIRFIELD FD	FAIRFIELD
FAL	FALL RIVER MILLS FPD	FALL RIVER MILLS
FLL	FALLEN LEAF CSD VFD	SOUTH LAKE TAHOE
FMV	FARMERSVILLE FD	FARMERSVILLE
FAR	FARMINGTON RURAL FPD	FARMINGTON
FFD	FEDERAL FD (XSD)	SAN DIEGO
FFV	FEDERAL FD (XVE)	PORT MUGU
LCI	FEDERAL CORRECT'L/COMPLEX FD	LOMPOC
FEL	FELTON FPD	FELTON
FEN	FERNDAL FPD	FERNDAL
FBR	FIELDBROOK FD	FIELDBROOK
FLM	FILLMORE VFD	FILLMORE
FRB	FIREBAUGH FD	FIREBAUGH
FOL	FOLSOM FD	FOLSOM
FPF	FOLSOM PRISON F&R	REPRESA
FHD	FOOTHILL FPD (XCA)	VALLEY SPRINGS
FTL	FOOTHILL FPD (XYU)	BROWNSVILLE
FHF	FORESTHILL FPD	FORESTHILL
FRV	FORESTVILLE FPD	FORESTVILLE
FTB	FORT BIDWELL FD	FORT BIDWELL
BRG	FORT BRAGG FP	FORT BRAGG
FDK	FORT DICK FPD	FORT DICK
FHL	FORT HUNTER LIGGETT FD	FORT HUNTER LIGGETT
SFD	FORT IRWIN FD	FORT IRWIN
FTJ	FORT JONES FD	FORT JONES
FTR	FORT ROSS VFC	CAZADERO
FRT	FORTUNA FPD	FORTUNA
FOS	FOSTER CITY FD	FOSTER CITY
FVY	FOUNTAIN VALLEY FD	FOUNTAIN VALLEY
FOW	FOWLER FD	FOWLER
FRE	FREMONT FD	FREMONT
FRC	FRENCH CAMP/MCKINLEY FPD	FRENCH CAMP
FGF	FRENCH GULCH FPD	FRENCH GULCH
FDA	FRESNO AIRPORT FD	FRESNO
FCO	FRESNO CFPD	SANGER
FRN	FRESNO FD	FRESNO
FLV	FRUITLAND VFC	MYERS FLAT

ID	AGENCY	CITY
FUL	FULLERTON FD	FULLERTON
DVF	FURNACE CREEK VFD	DEATH VALLEY
TNR	FWS-SAN DIEGO COMPLEX OF REFUGES	JAMUL
GAL	GALT FPD	GALT
GAR	GARBERVILLE FPD	GARBERVILLE
GGV	GARDEN GROVE FD	GARDEN GROVE
GRV	GARDEN VALLEY FPD	GARDEN VALLEY
GAS	GASQUET FPD	GASQUET
GAZ	GAZELLE FPD	GAZELLE
GEO	GEORGETOWN FPD	GEORGETOWN
GER	GERBER FD	GERBER
GEY	GEYSERVILLE FPD	GEYSERVILLE
GIL	GILROY FD	GILROY
GLE	GLEN ELLEN FPD	GLEN ELLEN
GLN	GLENDALE FD	GLENDALE
GCF	GLENN/CODORA FPD	GLENN
GFD	GOLD RIDGE FPD	SEBASTOPOL
GNZ	GONZALES VFD	GONZALES
GRA	GRAEAGLE FPD	GRAEAGLE
GRS	GRASS VALLEY FD	GRASS VALLEY
GTN	GRATON FPD	GRATON
GRN	GREENFIELD VFD	GREENFIELD
GHC	GREENHORN CREEK CSD VFD	QUINCY
GVF	GREENVILLE FPD	GREENVILLE
GWR	GREENWOOD RIDGE FD	ELK
GND	GRENADA FPD	GRENADA
GRD	GRIDLEY FD	OROVILLE
GCS	GROVELAND CSD FD	GROVELAND
GRO	GROVER BEACH FD	GROVER BEACH
GUA	GUADALUPE FD	GUADALUPE
GUS	GUSTINE VFD	GUSTINE
HCS	HALLWOOD CSD #10	MARYSVILLE
HBF	HAMILTON BRANCH FPD	LAKE ALMANOR
HAM	HAMILTON CITY FD	HAMILTON CITY
HMM	HAMMOND RANCH FC	WEED
HAN	HANFORD FD	HANFORD
HAP	HAPPY CAMP FPD	HAPPY CAMP
HVF	HAPPY VALLEY FPD	ANDERSON
HAT	HAT CREEK VFC	HAT CREEK
HBV	HAWKINS BAR VFD	SALYER
HYF	HAYFORK FD	HAYFORK
HAY	HAYWARD FD	HAYWARD

ID	AGENCY	CITY
HEA	HEALDSBURG FD	HEALDSBURG
HCF	HEARST CASTLE FD	SAN SIMEON
HTL	HEARTLAND COMM. FACILITY AUTHORITY	EL CAJON
HMT	HEMET FD	HEMET
HER	HERALD FPD	HERALD
HMB	HERMOSA BEACH FD	HERMOSA BEACH
HES	HESPERIA FPD	HESPERIA
HGF	HIGGINS AREA FPD	AUBURN
HBO	HILLSBOROUGH FD	HILLSBOROUGH
HOL	HOLLISTER FD	HOLLISTER
HTF	HOLT FD	HOLT
HLT	HOLTVILLE FD	HOLTVILLE
HIA	HOOPA WILDLAND FSC	HOOPA
HOO	HOOPA VFD	HOOPA
HOP	HOPLAND VFD	HOPLAND
HOR	HORNBROOK FPD	HORNBROOK
HAC	HUGHES AIRCRAFT COMPANY EDSG	EL SEGUNDO
HGS	HUGHSON FPD	HUGHSON
HUM	HUMBOLDT FPD #1	EUREKA
HTB	HUNTINGTON BEACH FD	HUNTINGTON BEACH
HLV	HUNTINGTON LAKE VFD	LAKESHORE
HYM	HYAMPOM FD	HYAMPOM
IDL	IDYLLWILD FPD	IDYLLWILD
IGO	IGO-ONO VFD	IGO
IMB	IMPERIAL BEACH FD	IMPERIAL BEACH
IMP	IMPERIAL CFD	IMPERIAL
IMR	IMPERIAL FD	IMPERIAL
IDP	INDEPENDENCE FPD	INDEPENDENCE
IMF	INTERMOUNTAIN VFR	RAMONA
INV	INVERNESS PUD (IFD)	INVERNESS
ION	IONE FD	IONE
IBV	IRISH BEACH VFD	MANCHESTER
ILE	ISLETON FD	ISLETON
ISL	ISLETON FPD	ISLETON
JCK	JACKSON VALLEY FPD	IONE
JKS	JACKSON VFD	JACKSON
JST	JAMESTOWN FPD	JAMESTOWN
JNV	JANESVILLE FPD	JANESVILLE
JNR	JENNER VFD	JENNER
JEN	JENNY LIND FPD	VALLEY SPRINGS
JPL	JET PROPULSION LABORATORY FD	PASADENA
JVV	JONES VALLEY VFC	REDDING

ID	AGENCY	CITY
JVF	JULIAN/CUYAMACA FPD	JULIAN
JCF	JUNCTION CITY FPD	JUNCTION CITY
JUN	JUNE LAKE FPD	JUNE LAKE
KAN	KANAWHA FPD	WILLOWS
KEE	KEELER FC	KEELER
KLS	KELSEYVILLE FPD	KELSEYVILLE
KEN	KENSINGTON FPD	EL CERRITO
KNT	KENTFIELD FPD	KENTFIELD
KWD	KENWOOD FPD	KENWOOD
KRN	KERN CFD	BAKERSFIELD
TPC	KERN TEHACHAPI CORRECTIONAL INSTITUTION	TEHACHAPI
KES	KESWICK VFC	SHASTA
KEY	KEYES FPD	KEYES
KIN	KING CITY FD	KING CITY
KCF	KINGS CFD	HANFORD
KNG	KINGSBURG FD	KINGSBURG
KRK	KIRKWOOD VFD	KIRKWOOD
KJC	KJC OPERATIONS COMPANY ER	BORON
KLA	KLAMATH FPD	KLAMATH
KLR	KLAMATH RIVER FC	HORSECREEK
KFD	KNEELAND FPD	KNEELAND
KNI	KNIGHTS LANDING VFD	KNIGHTS LANDING
KNV	KNIGHTS VALLEY VFD	CALISTOGA
LHB	LA HABRA FD	LA HABRA
LHH	LA HABRA HEIGHTS FD	LA HABRA HEIGHTS
LMS	LA MESA FD	LA MESA
LPR	LA PORTE FPD	LA PORTE
LVN	LA VERNE FD	LA VERNE
LAB	LAGUNA BEACH FD	LAGUNA BEACH
LSH	LAKE CFPD	CLEARLAKE
LKC	LAKE CITY FPD	LAKE CITY
LSN	LAKE ELSINORE FD	PERRIS
LFV	LAKE FOREST VFD	SUSANVILLE
LST	LAKE SHASTINA CFD	WEED
LAV	LAKE VALLEY FPD	SOUTH LAKE TAHOE
LHD	LAKEHEAD VFC	LAKEHEAD
LKP	LAKEPORT CFPD	LAKEPORT
LKS	LAKESIDE FPD	LAKESIDE
LKV	LAKEVILLE VFD	PETALUMA
LRK	LARKSPUR FD	LARKSPUR
LMD	LATHROP/MANTECA FPD	LATHROP

ID	AGENCY	CITY
LAT	LATON FPD	LATON
LTB	LATROBE FPD	SHINGLE SPRINGS
LLL	LAWRENCE/LIVERMORE NAT'L LAB FD	LIVERMORE
LEE	LEE VINING VFD	LEE VINING
LEG	LEGGETT VALLEY FPD	LEGGETT
LGV	LEMON GROVE FD	LEMON GROVE
LEM	LEMOORE VFD	LEMOORE
LEW	LEWISTON VFD	LEWISTON
LIB	LIBERTY RURAL FPD	ACAMPO
LIK	LIKELY FPD	LIKELY
LNC	LINCOLN FD	LINCOLN
LNA	LINDA FPD	MARYSVILLE
LPE	LINDEN-PETERS RURAL FPD	LINDEN
LNS	LINDSAY FD	LINDSAY
LTL	LITTLE LAKE FPD	WILLITS
LVV	LITTLE VALLEY CSD FD	LITTLE VALLEY
LAP	LIVERMORE-PLEASANTON FD	PLEASANTON
LVG	LIVINGSTON FD	MARIPOSA
LGR	LOCAL GOVERNMENT RESOURCES	
LHM	LOCKHEED MISSILE & SPACE FD	SANTA CRUZ
LFP	LOCKWOOD FPD	VOLCANO
LOD	LODI FD	LODI
LOL	LOLETA FPD	LOLETA
LOM	LOMA LINDA FD	LOMA LINDA
LRB	LOMA RICA/BROWNS VALLEY CSD	MARYSVILLE
LMP	LOMPOC FD	LOMPOC
LPN	LONE PINE VFD	LONE PINE
LOB	LONG BEACH FD	LONG BEACH
LVL	LONG VALLEY FD	CROMBERG
LVF	LONG VALLEY FPD	LAYTONVILLE
LNG	LONG VALLEY VFD	CROWLEY LAKE
LOO	LOOKOUT FPD	LOOKOUT
LMF	LOOMIS FPD	LOOMIS
LAC	LOS ANGELES CFD	LOS ANGELES
LFD	LOS ANGELES CITY FD	LOS ANGELES
LBN	LOS BANOS FD	LOS BANOS
LSW	LOWER SWEETWATER FPD	NATIONAL CITY
LOY	LOYALTON FD	LOYALTON
LUC	LUCERNE P&RD	LUCERNE
MAD	MADELINE FPD	MADELINE
MDC	MADERA CFD	MARIPOSA
MDR	MADERA FD	MARIPOSA

ID	AGENCY	CITY
MDS	MADISON FPD	MADISON
MAM	MAMMOTH LAKES FPD	MAMMOTH LAKES
MHB	MANHATTAN BEACH FD	MANHATTAN BEACH
MAN	MANTECA FD	MANTECA
CMV	MAPLE CREEK VFC	KORBEL
MAB	MARCH AIR RESERVE BASE FD	MARCH AFB
MRN	MARIN CFD	WOODACRE
MAR	MARINA DPS	MARINA
MSM	MARINE CORPS AIR STN MIRAMAR FD	SAN DIEGO
MCB	MARINE CORPS LOGISTICS BASE FD	BARSTOW
MRW	MARINWOOD FD	SAN RAFAEL
MPA	MARIPOSA CFD	MARIPOSA
MRI	MARIPOSA MPUD	MARIPOSA
MRK	MARKLEEVILLE VFD	MARKLEEVILLE
MRC	MARTINEZ REFINING COMPANY FD	MARTINEZ
MAY	MARYSVILLE FD	MARYSVILLE
MAX	MAXWELL FPD	MAXWELL
MYC	MAYACAMAS VFD	GLEN ELLEN
MTN	MAYTEN FD	MONTAGUE
MCA	MC ARTHUR VFD	MC ARTHUR
MCU	MC CLOUD FD	MCCLOUD
MVF	MEADOW VALLEY FPD	MEADOW VALLEY
MEK	MEEKS BAY FPD	TAHOMA
MFW	MENDOCINO CFW/CO. OES	WILLITS
MND	MENDOCINO FPD	MENDOCINO
MEN	MENDOTA FD	SANGER
MNL	MENLO PARK FPD	MENLO PARK
MRD	MERCED CFD	MERCED
MER	MERCED FD	MERCED
MDN	MERIDIAN FD	MERIDIAN
MGR	MESA GRANDE FD	SANTA YSABEL
WUK	MI-WUK/SUGAR PINE FPD	MI-WUK
MCC	MID-COAST FIRE BRIGADE	CARMEL
MOS	MID-PENNISULA OPEN SPACE DISTRICT	LOS ALTOS
MLF	MILFORD FPD	MILFORD
LOS	MILITARY DEPT. – STATE OF CALIFORNIA	LOS ALAMITOS
MLV	MILL VALLEY FD	MILL VALLEY
MIL	MILLBRAE FD	MILLBRAE
MVL	MILLVILLE FPD	MILLVILLE
MLP	MILPITAS FD	MILPITAS
MIR	MIRANDA CSD	MIRANDA
MST	MODESTO FD	MODESTO

ID	AGENCY	CITY
MOF	MOFFETT FIELD FD	MOFFETT FIELD
MOK	MOKELUMNE HILL FPD	MOKELUMNE HILL
MKE	MOKELUMNE RURAL FD	LOCKEFORD
MON	MONO CITY FPD	LEE VINING
MRV	MONROVIA FD	MONROVIA
MTF	MONTAGUE FPD	MONTAGUE
MTC	MONTCLAIR FD	MONTCLAIR
MRO	MONTE RIO FPD	MONTE RIO
MTB	MONTEBELLO FD	MONTEBELLO
MTO	MONTECITO FPD	SANTA BARBARA
MNT	MONTEREY FD	MONTEREY
MPK	MONTEREY PARK FD	MONTEREY PARK
PMA	MONTEREY PENINSULA AIRPORT FD	MONTEREY
ZUM	MONTEZUMA FPD (XSJ)	STOCKTON
MTZ	MONTEZUMA FPD (XSO)	RIO VISTA
RAN	MONTEZUMA VALLEY VFD	RANCHITA
MTG	MONTGOMERY CREEK VFC	MONTGOMERY CREEK
MOR	MORAGA/ORINDA FPD	ORINDA
MRF	MORONGO INDIAN RESERVATION FD	BANNING
MGO	MORONGO VALLEY CSD	MORONGO VALLEY
MQT	MOSQUITO FPD	PLACERVILLE
BDY	MOUNT BALDY FD	MT. BALDY
MLG	MOUNT LAGUNA VFD	MT LAGUNA
MTS	MOUNT SHASTA FD	MT SHASTA
MSH	MOUNT SHASTA FPD	MT SHASTA
MSV	MOUNT SHASTA VISTA VFC	MONTAGUE
MFR	MOUNTAIN FR	MOUNTAIN RANCH
WMG	MOUNTAIN GATE FD	REDDING
MCM	MTN TRAINING WARFARE CNTR USMC	BRIDGEPORT
MVY	MOUNTAIN VALLEY VFD	DUNLAP
MOU	MOUNTAIN VFD	CALISTOGA
MTV	MOUNTAIN VIEW FD	MOUNTAIN VIEW
MVW	MOUNTAIN VIEW FPD	CROWS LANDING
MUI	MUIR BEACH VFD	MUIR BEACH
MUP	MULE CREEK STATE PRISON	IONE
MRP	MURPHYS FPD	MURPHYS
MUR	MURRIETA FPD	MURRIETA
MYR	MYERS FLAT FPD	MYERS FLAT
NPA	NAPA CFD	ST HELENA
NAP	NAPA FD	NAPA
NSH	NAPA STATE HOSPITAL FD	IMOLA
NLE	NAS LEMOORE FD	LEMOORE

ID	AGENCY	CITY
NAT	NATIONAL CITY FD	NATIONAL CITY
NAF	NAVAL AIR FACILITY FD	EL CENTRO
NPG	NAVAL SUPPORT ACTIVITY MB FD	MONTEREY
TNT	NAVAL WEAPONS STN FD - CONCORD	CONCORD
NVW	NAVAL WEAPONS STATION SEAL BEACH	SEAL BEACH
NWC	NAWS CHINA LAKE FD	CHINA LAKE
NED	NEEDLES FD	SAN BERNARDINO
NCO	NEVADA CFD (CDF NV CO.)	AUBURN
NEV	NEVADA CITY FD	NEVADA CITY
NCC	NEVADA CO. CONSOLIDATED FD	GRASS VALLEY
NRK	NEWARK FD	NEWARK
NBY	NEWBERRY SPRINGS FD	NEWBERRY SPRINGS
NEW	NEWCASTLE FPD	NEWCASTLE
NSP	NEWHALL FPD	TULELAKE
NWM	NEWMAN VFD	NEWMAN
NPB	NEWPORT BEACH FD	NEWPORT BEACH
NCS	NICASIO VFD	NICASIO
NIC	NICE VFD	NICE
NIL	NILAND FD	NILAND
NOR	NORCO FD	NORCO
NCN	NORTH CENTRAL FPD	KERMAN
NCD	NORTH COUNTY FPD (XMY)	CASTROVILLE
NCF	NORTH COUNTY FPD (XSD)	FALLBROOK
NKP	NORTH KERN STATE PRISON FD	DELANO
NSJ	NORTH SAN JUAN FPD	NORTH SAN JUAN
NTF	NORTH TAHOE FPD	TAHOE CITY
NTI	NORTH TREE FIRE, INTERNATIONAL	MARYSVILLE
NWF	NORTHERN CALIF WOMEN'S FACILITY	STOCKTON
NCY	NORTHERN CALIF YOUTH AUTHORITY	STOCKTON
NWR	NORTHERN WILDLIFE REFUGE	
NAG	NORTHROP GRUMMAN FD	HAWTHORNE
NRS	NORTHSTAR FD	TRUCKEE
NWL	NORTHWEST LASSEN FD	MCARTHUR
NOV	NOVATO FPD	NOVATO
CAP	NPS, CABRILLO NM	SAN DIEGO
CNP	NPS, CHANNEL ISLANDS NP	VENTURA
DVP	NPS, DEATH VALLEY NM	DEATH VALLEY
DPP	NPS, DEVILS POSTPILE NM	THREE RIVERS
EOP	NPS, EUGENE O'NEILL NHS	MARTINEZ
FPP	NPS, FORT POINT NHS	SAN FRANCISCO
GNP	NPS, GOLDEN GATE NRA	SAUSALITO
JMP	NPS, JOHN MUIR NHS	MARTINEZ

ID	AGENCY	CITY
JTP	NPS, JOSHUA TREE NP	TWENTYNINE PALMS
LNP	NPS, LASSEN VOLCANIC NP	MINERAL
BNP	NPS, LAVA BEDS NM	TULELAKE
MNP	NPS, MOJAVE NP	BARSTOW
MWP	NPS, MUIR WOODS NM	MILL VALLEY
WRP	NPS, PACIFIC WEST REGION	SAN FRANCISCO
PIP	NPS, PINNACLES NM	PAICINES
RNP	NPS, POINT REYES NS	POINT REYES
RWP	NPS, REDWOOD NP	CRESCENT CITY
SMP	NPS, SANTA MONICA MTNS NRA	THOUSAND OAKS
KNP	NPS, SEQUOIA-KINGS CANYON NP	THREE RIVERS
WNP	NPS, WHISKEYTOWN NRA	WHISKEYTOWN
YNP	NPS, YOSEMITE NP	YOSEMITE NP
OKR	OAK RUN VFC	OAK RUN
ODF	OAKDALE FD	OAKDALE
ODL	OAKDALE RURAL FPD	OAKDALE
OKL	OAKLAND FD	OAKLAND
OLY	OAKLEY FPD	OAKLEY
OCD	OCCIDENTAL FCS	OCCIDENTAL
OCE	OCEANO CSD FIRE	OCEANO
OCS	OCEANSIDE FD	OCEANSIDE
OCO	OCOTILLO FPD	OCOTILLO
OWF	OCOTILLO WELLS VFD	BORREGO SPRINGS
OES	OFFICE OF EMERGENCY SERVICES	MATHER
OLC	OLANCHA/CARTAGO FD	OLANCHA
OSV	OLD STATION VFC	OLD STATION
OLI	OLIVEHURST PUD	OLIVEHURST
OAP	ONTARIO AIRPORT FD	ONTARIO
OTO	ONTARIO FD	ONTARIO
ONC	OPERATION NORTHERN CALIF - USFS	REDDING
OSC	OPERATION SOUTHERN CALIF - USFS	RIVERSIDE
OPH	OPHIR HILL FPD	CEDAR RIDGE
ORC	ORANGE COUNTY FIRE AUTHORITY	ORANGE
OCF	ORANGE COVE FPD	ORANGE COVE
ORG	ORANGE FD	ORANGE
OCT	ORCUTT FPD	ORCUTT
ORD	ORD BEND FPD	GLENN
ORK	ORICK CSD	ORICK
ORL	ORLAND FPD	ORLAND
OLN	ORLEANS VFD	ORLEANS
ORO	OROVILLE FD	OROVILLE
OXD	OXNARD FD	OXNARD

ID	AGENCY	CITY
PGF	PACIFIC GROVE FD	PACIFIC GROVE
PFC	PACIFICA FD	PACIFICA
PDF	PAINTED CAVE VFD	SANTA BARBARA
PAL	PALA FD	PALA
PSP	PALM SPRINGS FD	PALM SPRINGS
PAF	PALO ALTO FD	PALO ALTO
PCV	PALO CEDRO VFC	PALO CEDRO
PMV	PALOMAR MOUNTAIN VFD	PALOMAR MOUNTAIN
PRA	PARADISE FD	PARADISE
PRD	PARADISE FPD	BISHOP
PAJ	PAJARO VALLEY FD	FELTON
PRK	PARKS RFTA F&ES	DUBLIN
PAR	PARLIER FD	SANGER
PAS	PASADENA FD	PASADENA
PRF	PASO ROBLES FD (OES)	PASO ROBLES
PAT	PATTERSON FD	PATTERSON
PCP	PEARDALE/CHICAGO PARK FPD	CHICAGO PARK
PEB	PEBBLE BEACH CSD FD	MONTEREY
PFD	PECHANGA FD	TEMECULA
PNS	PENINSULA FPD	LAKE ALMANOR PENINSULA
PNV	PENN VALLEY FPD	PENN VALLEY
RYN	PENRYN FD	PENRYN
PTL	PETALUMA FD	PETALUMA
PET	PETROLIA FPD	PETROLIA
PHL	PHILLIPSVILLE FPD	PHILLIPSVILLE
PIE	PIEDMONT FD	PIEDMONT
PRC	PIERCY FPD	PIERCY
PIK	PIKE CITY VFD	PIKE CITY
PRG	PINE RIDGE VFD	SHAVER LAKE
PVY	PINE VALLEY FPD	PINE VALLEY
POE	PINOLE FD	PINOLE
PIO	PIONEER FPD	SOMERSET
PSM	PISMO BEACH FD	PISMO BEACH
PCF	PLACER CFD	AUBURN
ROC	PLACER CONSOLIDATED FD	AUBURN
PHF	PLACER HILLS FPD	MEADOW VISTA
PLW	PLANTINA/WILDWOOD VFC	WILDWOOD
PLG	PLEASANT GROVE FD	PLEASANT GROVE
PVF	PLEASANT VALLEY FC	DORRIS
PVS	PLEASANT VALLEY STATE PRISON FD	COALINGA
PBF	PLUMAS/BROPHY FPD	WHEATLAND
PEF	PLUMAS/EUREKA FD	BLAIRSDEN

ID	AGENCY	CITY
PLY	PLYMOUTH FD	PLYMOUTH
PTM	POINT MONTARA FPD	HALF MOON BAY
PVL	PORTERVILLE FD	PORTERVILLE
POR	PORTOLA FD	PORTOLA
PMT	POST MOUNTAIN VFD	HAYFORK
POT	POTTER VALLEY CSD	POTTER VALLEY
POW	POWAY FD	POWAY
PRT	PRATTVILLE/ALMANOR FD	CANYONDAM
PSF	PRESIDIO FD	SAN FRANCISCO
POM	PRESIDIO OF MONTEREY FD	MONTEREY
PRN	PRINCETON FPD	PRINCETON
PVT	PRIVATE RESOURCES	
QUI	QUINCY FPD	QUINCY
RAD	RANCHO ADOBE FPD	PENNGROVE
RCF	RANCHO CUCAMONGA FPD	RANCHO CUCAMONGA
RSF	RANCHO SANTA FE FPD	RANCHO SANTA FE
RBU	RED BLUFF FD	RED BLUFF
RCV	REDCREST VFD	REDCREST
RDN	REDDING FD	REDDING
RED	REDLANDS FD	REDLANDS
RDB	REDONDO BEACH FD	REDONDO BEACH
RDW	REDWAY FPD	REDWAY
RWO	REDWOOD CITY FD	REDWOOD CITY
PTA	REDWOOD COAST VFD	POINT ARENA
RVF	REDWOOD VALLEY/CALPELLA FPD	REDWOOD VALLEY
REE	REEDLEY FD	REEDLEY
RES	RESCUE FPD	RESCUE
RFB	RESERVATION FPD	SANTA YSABEL
RIA	RIALTO FD	RIALTO
RMD	RICHMOND FD	RICHMOND
RIN	RINCON VALLEY FPD	SANTA ROSA
RIO	RIO DELL FPD	RIO DELL
RLN	RIO LINDO ACADEMY FIRE BRIGADE	HEALDSBURG
RVS	RIO VISTA FD	RIO VISTA
RIP	RIPON FPD	RIPON
RVD	RIVERDALE PUD FD	RIVERDALE
RVC	RIVERSIDE CFD	PERRIS
RIV	RIVERSIDE FD	RIVERSIDE
ROK	ROCKLIN FD	ROCKLIN
RDO	RODEO/HERCULES FPD	HERCULES
ROH	ROHNERT PARK DPS FD	ROHNERT PARK
RSV	ROSEVILLE FD	ROSEVILLE

ID	AGENCY	CITY
ROS	ROSS DEPT OF PUBLIC SAFETY	ROSS
RVY	ROSS VALLEY FD	SAN ANSELMO
RAR	ROUGH AND READY FPD	ROUGH & READY
RUM	RUMSEY INDIAN RANCHERIA FD	BROOKS
RSP	RUNNING SPRINGS WD	RUNNING SPRINGS
RRF	RUSSIAN RIVER FPD	GUERNEVILLE
RYR	RYER ISLAND FPD	RIO VISTA
SCR	SACRAMENTO FD	SACRAMENTO
MAF	SACRAMENTO INTER'L AIRPORT FD	SACRAMENTO
SAC	SACRAMENTO METROPOLITAN FD	SACRAMENTO
SWR	SACRAMENTO NAT'L WILDLIFE REFUGE	WILLOWS
SRC	SACTO REG'L FIRE/EMS COMM. CNTR	SACRAMENTO
SRV	SACRAMENTO RIVER FPD	COLUSA
STH	SAINT HELENA FD	SAINT HELENA
SLA	SALIDA FPD	SALIDA
SLS	SALINAS FD	SALINAS
SLR	SALINAS RURAL FPD	SALINAS
SCV	SALMON CREEK VFC	MIRANDA
CCL	SALMON RIVER VF&R	FORKS OF THE SALMON
SAL	SALTON CITY CSD	SALTON CITY
SSB	SALTON SEA BEACH VFD	SALTON SEA BEACH
SLV	SALYER VFD	SALYER
SAM	SAMOA PENINSULA FD	SAMOA
AND	SAN ANDREAS FPD	SAN ANDREAS
SAF	SAN ANTONIO VFD	PETALUMA
SAV	SAN ARDO VCF	SAN ARDO
SBN	SAN BENITO CFD	MONTEREY
BDC	SAN BERNARDINO CFD	SAN BERNARDINO
BDO	SAN BERNARDINO FD	SAN BERNARDINO
SBR	SAN BRUNO FD	SAN BRUNO
SND	SAN DIEGO FIRE AND LIFE SAFETY SVCS	SAN DIEGO
SDR	SAN DIEGO RURAL FD	JAMUL
SFR	SAN FRANCISCO FD	SAN FRANCISCO
SGB	SAN GABRIEL FD	SAN GABRIEL
SJS	SAN JOSE FD	SAN JOSE
SJB	SAN JUAN BAUTISTA FD	SAN JUAN BAUTISTA
LUR	SAN LUIS NAT'L WILDLIFE REFUGE	LOS BANOS
SLC	SAN LUIS OBISPO CFD	SAN LUIS OBISPO
SLO	SAN LUIS OBISPO FD	SAN LUIS OBISPO
SMI	SAN MANUEL FD	SAN BERNARDINO
SMC	SAN MARCOS FPD	SAN MARCOS
SNM	SAN MARINO FD	SAN MARINO

ID	AGENCY	CITY
CFS	SAN MATEO CF	FELTON
MEO	SAN MATEO FD	SAN MATEO
SMG	SAN MIGUEL CFPD (XSD)	SPRING VALLEY
SMF	SAN MIGUEL CFPD (XSL)	SAN MIGUEL
SNO	SAN ONOFRE FD	SAN CLEMENTE
SPF	SAN PASQUAL FD	ESCONDIDO
SPI	SAN PASQUAL RESERVATION FD	VALLEY CENTER
QUN	SAN QUENTIN STATE PRISON FD	SAN QUENTIN
SNR	SAN RAFAEL FD	SAN RAFAEL
SRM	SAN RAMON VALLEY FPD	SAN RAMON
SAN	SANGER FD	SANGER
STA	SANTA ANA FD	SANTA ANA
SBC	SANTA BARBARA CFD	SANTA BARBARA
STB	SANTA BARBARA FD	SANTA BARBARA
CNT	SANTA CLARA CFD	LOS GATOS
SNC	SANTA CLARA FD	SANTA CLARA
NET	SANTA CRUZ CECC	SANTA CRUZ
CRZ	SANTA CRUZ CFD	FELTON
SCZ	SANTA CRUZ FD	SANTA CRUZ
SFS	SANTA FE SPRINGS FD	SANTA FE SPRINGS
SMV	SANTA MARGARITA VFD	SANTA MARGARITA
SMR	SANTA MARIA FD	SANTA MARIA
SMA	SANTA MONICA FD	SANTA MONICA
SPA	SANTA PAULA FD	SANTA PAULA
SRS	SANTA ROSA FD	SANTA ROSA
SNT	SANTEE FD	SANTEE
SAR	SARATOGA FPD	SARATOGA
SIT	SAUSALITO FD	SAUSALITO
SCH	SCHELL/VISTA FPD	SONOMA
SCT	SCOTIA VFC	SCOTIA
SVF	SCOTT VALLEY FPD (XSK)	GREENVIEW
SCO	SCOTTS VALLEY FPD (XCZ)	SCOTTS VALLEY
TSR	SEA RANCH FD	SEA RANCH
SEA	SEASIDE FD	SEASIDE
SEB	SEBASTOPOL FD	SEBASTOPOL
SEI	SEIAD VALLEY FC	SEIAD VALLEY
SLM	SELMA FD	SELMA
SHS	SHASTA CFD	REDDING
SHC	SHASTA COLLEGE FPD	REDDING
SHA	SHASTA FD	SHASTA
SLF	SHASTA LAKE FPD	SHASTA LAKE
SHL	SHAVER LAKE FD	SHAVER LAKE

ID	AGENCY	CITY
SHE	SHELTER COVE CSD	WHITEHORN
SVV	SHELTER VALLEY VFD	JULIAN
SHR	SHERIDAN FPD	SHERIDAN
SHI	SHINGLETOWN VFC	SHINGLETOWN
SAD	SIERRA ARMY DEPOT FES	HERLONG
SER	SIERRA CFPD #1	SIERRAVILLE
SRA	SIERRA CITY FPD	SIERRA CITY
JSC	SIERRA CONSERVATION CENTER	JAMESTOWN
SMD	SIERRA MADRE FD	SIERRA MADRE
SIE	SIERRA VALLEY FPD	CHILCOOTI
SIS	SISKIYOU CFD	YREKA
SKY	SKYWALKER RANCH FB	SAN RAFAEL
SFP	SMARTVILLE FPD	SMARTVILLE
SMT	SMITH RIVER FPD	SMITH RIVER
SOL	SOLANA BEACH FD	SOLANA BEACH
SLD	SOLEDAD VFD	SOLEDAD
SVG	SOLVANG FD	SOLVANG
SSR	SONOMA COUNTY DFS (CSA #40)	SANTA ROSA
SON	SONOMA FD	SONOMA
SOF	SONORA FD	SONORA
SBY	SOUTH BAY FD	LOS OSOS
SCF	SOUTH COAST FPD	GUALALA
SOC	SOUTH COUNTY FIRE AUTHORITY (XSM)	SAN CARLOS
MDT	SOUTH LAKE CFPD	MIDDLETOWN
SLT	SOUTH LAKE TAHOE FD	SOUTH LAKE TAHOE
SOM	SOUTH MARIN FPD	MILL VALLEY
SMY	SOUTH MONTEREY CFPD	MONTEREY
SPS	SOUTH PASADENA FD	SOUTH PASADENA
SPL	SOUTH PLACER FPD	GRANITE BAY
SSF	SOUTH SAN FRANCISCO FD	SO. SAN FRANCISCO
SCC	SOUTH SANTA CLARA CFD	MORGAN HILL
SOT	SOUTH TRINITY VFD	MAD RIVER
SYR	SOUTH YREKA FPD	YREKA
TSH	SOUTHERN INYO FPD	SHOSHONE
EGL	SPAULDING CSD FD	SUSANVILLE
SWV	SPEEDWAY VFD	HIGHLAND
SPR	SPRECKELS VFD	SPRECKELS
SPV	SPRING VALLEY VFD	SAN JOSE
SQU	SQUAW VALLEY FD	OLYMPIC VALLEY
STL	STANDISH LITCHFIELD FPD	STANDISH
SUF	STANFORD UNIV. FIRE MARSHAL	STANFORD
SSL	STANISLAUS CONSOLIDATED FPD	MODESTO

ID	AGENCY	CITY
SFW	STANISLAUS COUNTY FIRE WARDEN	MODESTO
SNB	STINSON BEACH FPD	STINSON BEACH
STO	STOCKTON FD	STOCKTON
SBG	STONES BENGARD CSD	SUSANVILLE
STW	STRAWBERRY VFD	STRAWBERRY
SUC	SUISUN CITY FD	SUISUN CITY
SUI	SUISUN FPD	FAIRFIELD
SNY	SUNNYVALE DPS FD	SUNNYVALE
SST	SUNSHINE SUMMIT VFD	WARNER SPRINGS
SSN	SUSAN RIVER FPD	SUSANVILLE
SUS	SUSANVILLE FD	SUSANVILLE
SBF	SUTTER BASIN FPD	ROBBINS
STC	SUTTER CFD	YUBA CITY
SUT	SUTTER CREEK FD	SUTTER CREEK
SYC	SYCUAN FD	EL CAJON
TFT	TAFT FD	TAFT
TAY	TAYLORSVILLE FPD	TAYLORSVILLE
THC	TEHACHAPI FD	TEHACHAPI
TCR	TEHAMA CFD	RED BLUFF
TEL	TELEGRAPH RIDGE VFC	REDWAY
TEM	TEMPLETON FPD	TEMPLETON
TEN	TENNANT FD	TENNANT
THO	THORNTON FPD	THORNTON
TIB	TIBURON FPD	TIBURON
TIM	TIMBER COVE FPD	CAZADERO
TOM	TOMALES VFC	TOMALES
TOR	TORRANCE FD	TORRANCE
TOS	TOSCO CORPORATION FD	MARTINEZ
TRY	TRACY FD	TRACY
TRV	TRAVIS AFB FD	TRAVIS AFB
TRN	TRINIDAD VFD	TRINIDAD
TCC	TRINITY CENTER CSD	TRINITY CENTER
TRK	TRUCKEE FPD	TRUCKEE
TLC	TULARE CFPD	VISALIA
TLR	TULARE FD	TULARE
TIA	TULE RIVER INDIAN RESERVATION FD	PORTERVILLE
TUL	TULELAKE MULTI-COUNTY FIRE DIST.	TULELAKE
TLU	TUOLUMNE CFD	SONORA
TUO	TUOLUMNE FPD	TUOLUMNE
TUR	TURLOCK CITY F&ES	TURLOCK
TRL	TURLOCK RURAL FPD	TURLOCK
TWA	TWAIN HARTE FPD	TWAIN HARTE

ID	AGENCY	CITY
TWP	TWENTY-NINE PALMS FD	TWENTY-NINE PALMS
TWO	TWO ROCK VFD	PETALUMA
UCB	UC CAMPUS FIRE MARSHAL (XAL)	BERKELEY
UCR	UC CAMPUS FIRE MARSHAL (XRI)	RIVERSIDE
USB	UC CAMPUS FIRE MARSHAL (XSB)	SANTA BARBARA
UCD	UC DAVIS FD	DAVIS
UCI	UC IRVINE CAMPUS FIRE MARSHAL	IRVINE
UCZ	UC SANTA CRUZ FPS	SANTA CRUZ
UCL	UCLA CAMPUS FIRE MARSHAL	LOS ANGELES
UKH	UKIAH FD	UKIAH
UKV	UKIAH VALLEY FD	UKIAH
UNU	UNION CITY FD	UNION CITY
UTC	UNITED TECHNOLOGY CORPORATION	SAN JOSE
PSS	UNOCAL/MOLY CORPORATION	MOUNTAIN PASS
UPL	UPLAND FD	UPLAND
UPP	UPPER LAKE FPD	UPPER LAKE
CGT	US COAST GUARD FD TWO ROCK	PETALUMA
GYP	US GYPSUM COMPANY	EL CENTRO
ANF	USFS, ANGELES NF	LANCASTER
CNF	USFS, CLEVELAND NF	EL CAJON
ENF	USFS, EL DORADO NF	PLACERVILLE
INF	USFS, INYO NF	BISHOP
KNF	USFS, KLAMATH NF	YREKA
TMU	USFS, LAKE TAHOE BASIN MU	SOUTH LAKE TAHOE
LNF	USFS, LASSEN NF	SUSANVILLE
LPF	USFS, LOS PADRES NF	GOLETA
MNF	USFS, MENDOCINO NF	WILLOWS
MDF	USFS, MODOC NF	ALTURAS
NZF	USFS – NORTH ZONE	REDDING
PNF	USFS, PLUMAS NF	QUINCY
USF	USFS, REGION V HEADQUARTERS	VALLEJO
BDF	USFS, SAN BERNARDINO NF	SAN BERNARDINO
SQF	USFS, SEQUOIA NF	PORTERVILLE
SHF	USFS, SHASTA/TRINITY NF	REDDING
SNF	USFS, SIERRA NF	FRESNO
SRF	USFS, SIX RIVERS NF	FORTUNA
SZF	USFS – SOUTH ZONE	RIVERSIDE
STF	USFS, STANISLAUS NF	SONORA
TNF	USFS, TAHOE NF	NEVADA CITY
VAC	VACAVILLE FD	VACAVILLE
VVF	VACAVILLE FPD	VACAVILLE
VLJ	VALLEJO FD	VALLEJO

ID	AGENCY	CITY
VCF	VALLEY CENTER FPD	EL CAJON
VFV	VALLEY FORD VFD	VALLEY FORD
VOM	VALLEY OF THE MOON FPD	SONOMA
VSP	VALLEY SPRINGS FD	VALLEY SPRINGS
VAN	VAN DEUSEN VFD	BRIDGEVILLE
AFV	VANDENBERG AFB FD	VANDENBERG AFB
VNC	VENTURA CFD	CAMARILLO
VEN	VENTURA FD	VENTURA
VER	VERNON FD	VERNON
VCV	VICTORVILLE FD	VICTORVILLE
VJS	VIEJAS RESERVATION FD	ALPINE
VSA	VISALIA FD	VISALIA
VTa	VISTA FD AND FPD	VISTA
WAL	WALNUT GROVE FD	WALNUT GROVE
BKS	WARNER BROTHERS FD	BURBANK
WSR	WARNER SPRINGS RANCH FD	WARNER SPRINGS
WSC	WASCO STATE PRISON - CDC	WASCO
WMR	WATERLOO/MORADA RURAL FPD	STOCKTON
WTS	WATSONVILLE FD	WATSONVILLE
WEA	WEAVERVILLE VFD	WEAVERVILLE
WED	WEED VFD	WEED
WEO	WEOTT VFD	WEOTT
WAC	WEST ALMANOR CSD	CHESTER
WCV	WEST COVINA FD	WEST COVINA
WPL	WEST PLAINFIELD FPD	DAVIS
WPT	WEST POINT VFPD	WEST POINT
EYO	WEST SACRAMENTO FD	WEST SACRAMENTO
WSF	WEST STANISLAUS CFPD	PATTERSON
WVV	WEST VALLEY VFD	COTTONWOOD
WVF	WESTHAVEN VFD	TRINIDAD
WML	WESTMORLAND FD	WESTMORLAND
WPF	WESTPORT FD	MODESTO
WPV	WESTPORT VFD	WESTPORT
WVO	WESTWOOD FD	WESTWOOD
VFC	WHALE GLUCH VFC	WHITEHORN
WHE	WHEATLAND FD	WHEATLAND
SWF	WHEELER CREST FPD	BISHOP
WHR	WHITE HAWK RANCH VFC	CLIO
WMT	WHITE MOUNTAIN FPD	BENTON
WHT	WHITETHORN VFD	WHITETHORN
WFC	WHITMORE VFD	WHITMORE
WIL	WILLIAMS FPD	WILLIAMS

ID	AGENCY	CITY
WCR	WILLOW CREEK FPD	WILLOW CREEK
WOF	WILLOW OAK FPD	WOODLAND
WWR	WILLOW RANCH FPD	NEW PINE CREEK
WLL	WILLOWS FD	WILLOWS
WLO	WILLOWS RURAL FPD	WILLOWS
WLM	WILMAR FD	PETALUMA
WLT	WILTON FPD	WILTON
WND	WINDSOR FPD	WINDSOR
WNT	WINTERHAVEN FPD	WINTERHAVEN
WFD	WINTERS FD	WINTERS
WOO	WOODBIDGE FPD	WOODBIDGE
WDF	WOODFORDS VFD	MARKLEEVILLE
WLF	WOODLAKE FD	WOODLAKE
WLA	WOODLAND AVENUE FPD	MODESTO
WDL	WOODLAND FD	WOODLAND
WOD	WOODSIDE FPD	WOODSIDE
YER	YERMO CSD	YERMO
YOL	YOLO FD	YOLO
YPC	YOSEMITE CONCESSION SVCS CORP FD	YOSEMITE NP
YRE	YREKA VFD	YREKA
YUB	YUBA CITY FD	YUBA CITY
YWD	YUIMA WATER DISTRICT	EL CAJON
ZAM	ZAMORA FPD	ZAMORA
ZAY	ZAYANTE FPD	FELTON
ZEN	ZENIA-KETTEPOM VFD	ZENNA

NV-AAU	AIRPORT AUTHORITY OF WASHOE CO.	RENO
NV-CCF	CARSON CITY FD	CARSON CITY
NV-CLC	CENTRAL LYON CFPD	DAYTON
NV-CLK	CLARK CFD	LAS VEGAS
NV-EFK	EAST FORK FPD	MINDEN
NV-ELK	ELKO FD	ELKO
NV-ELY	ELY FD	ELY
NV-FAL	FALLON FD	FALLON
NV-FRN	FERNLEY FD	FERNLEY
NV-HEN	HENDERSON FD	HENDERSON
NV-LVS	LAS VEGAS F&R	LAS VEGAS
NV-LOV	LOVELOCK FD	LOVELOCK
NV-MIN	MINERAL FD	MINERAL
NV-HAS	NAVAL AIR STATION FALLON	FALLON
NV-NEL	NELLIS AFB FD	LAS VEGAS
NV-NDF	NEVADA DIVISION OF FORESTRY	CARSON CITY

ID	AGENCY	CITY
NV-NTS	NEVADA TEST SITE	HENDERSON
NV-NLT	NORTH LAKE TAHOE FPD	INCLINE VILLAGE
NV-NLV	NORTH LAS VEGAS FD	LAS VEGAS
NV-PAH	PAHRUMP VALLEY FRS	PAHRUMP
NV-RND	RENO FD	RENO
NV-SPK	SPARKS FD	SPARKS
NV-SCF	STOREY CFD	VIRGINIA CITY
NV-TDO	TAHOE/DOUGLAS FPD	ZEPHYR COVE
NV-TOF	USFS, TOIYABE/HUMBOLDT NF	BRIDGEPORT
NV-YER	YERINGTON/MASON VALLEY FPD	YERINGTON
AZ-YMA	YUMA FD	YUMA
AZ-YCS	YUMA MARINE CORPS AIR STATION FD	MCAS - YUMA

APPENDIX B
California Agency Designators
Alphabetical by Agency ID

ID	AGENCY	CITY
ABL	ARROWBEAR LAKE FD	ARROWBEAR LAKE
ABR	AUBURN VFD	AUBURN
ACF	ALAMEDA CFD	SAN LEANDRO
ACP	ALPINE FPD	ALPINE
ACR	AVIATION CFR FD	STOCKTON
ACY	AMERICAN CANYON FPD	AMERICAN CANYON
ADI	ADIN FPD	ADIN
AEU	CDF, AMADOR/EL DORADO	CAMINO
AFD	ANDERSON FPD	ANDERSON
AFP	ALTA FPD	ALTA
AFV	VANDENBERG AFB FD	VANDENBERG AFB
AGC	AEROJET ORDINANCE COMPANY FD	CHINO HILLS
AGL	ANGELS CAMP FD	ANGELS CAMP
ALA	ALAMEDA FD	ALAMEDA
ALB	ALBANY FD	ALBANY
ALF	ALTURAS RURAL FPD	ALTURAS
ALG	ALLEGHANY VFD	ALLEGHANY
ALH	ALHAMBRA FD	ALHAMBRA
ALP	ALPINE CFD	CAMINO
ALR	ALBION/LITTLE RIVER VFD	LITTLE RIVER
ALT	ALTAVILLE/MELONES FPD	ALTAVILLE
ALV	ALTURAS CITY FD	ALTURAS
AMC	AMADOR FPD	JACKSON
ANA	ANAHEIM FD	ANAHEIM
AND	SAN ANDREAS FPD	SAN ANDREAS
ANF	USFS, ANGELES NF	LANCASTER
ANG	AIR NATIONAL GUARD FD	FRESNO
ANN	ANNAPOLIS VFD	ANNAPOLIS
ANT	ANTELOPE VALLEY FD	COLEVILLE
APP	APPLE VALLEY FPD	APPLE VALLEY
APT	APTOS LA SELVA (BEACH) FPD	APTOS
ARB	ARBUCKLE/COLLEGE CITY FPD (C.N.G.)	ARBUCKLE
ARC	ARCADIA FD	ARCADIA
ARF	ARCATA FPD	ARCATA
ART	ARTOIS FPD	ARTOIS
ASC	ALPINE MEADOWS FPD	TAHOE CITY
ASP	ASPENDELL FC	BISHOP
ATA	ATASCADERO CITY FD	ATASCADERO

ID	AGENCY	CITY
ATC	AROMAS TRI-COUNTY FPD	AROMAS
ATS	ATASCADERO STATE HOSPITAL FD	ATASCADERO
ATW	ATWATER FD	ATWATER
AUB	AUBERRY VFD	AUBERRY
AVA	AVALON FD	AVALON
AVI	AVILA BEACH FPD	AVILA BEACH
AVY	ANDERSON VALLEY CSD FD	BOONVILLE
AYG	ARROYO GRANDE FD	ARROYO GRANDE
BAK	BAKER FD	BAKER
BAR	BARSTOW FPD	BARSTOW
BAY	BAYLISS FPD	GLENN
BBB	BARONA FPD	LAKESIDE
BBC	BIG BEAR CITY CSD	BIG BEAR CITY
BBD	BLM, BAKERSFIELD DISTRICT	BAKERSFIELD
BBL	BIG BEAR LAKE FPD	BIG BEAR LAKE
BBV	BIG BEND VFC	BIG BEND
BCR	BIG CREEK VFD	BIG CREEK
BCS	BROOKTRAILS CSD FD	WILLITS
BDB	BODEGA BAY FPD	BODEGA BAY
BDC	SAN BERNARDINO CFD	SAN BERNARDINO
BDF	USFS, SAN BERNARDINO NF	SAN BERNARDINO
BDO	SAN BERNARDINO FD	SAN BERNARDINO
BDU	CDF, SAN BERNARDINO	SAN BERNARDINO
BDY	MOUNT BALDY FD	MT. BALDY
BEA	BEALE AFB FD	BEALE AFB
BEC	BECKWOURTH FD	BECKWOURTH
BEN	BEN LOMOND FPD	BEN LOMOND
BER	BERKELEY FD	BERKELEY
BEU	CDF, SAN BENITO/MONTEREY	MONTEREY
BFC	BLOOMFIELD VFD	VALLEY FORD
BGF	BEGINNINGS VFD	REDWAY
BGO	BORREGO SPRINGS FD	BORREGO SPRINGS
BGP	BIG PINE FPD	BIG PINE
BGV	BIG VALLEY FPD	BIEBER
BHL	BEVERLY HILLS FD	BEVERLY HILLS
BIA	BUREAU OF INDIAN AFFAIRS	(see CCA/NCA/SAO/SCA)
BIG	BIGGS FD	BIGGS
BIV	BEAR VALLEY/INDIAN VALLEY FD	STONYFORD
BKF	BAKERSFIELD FD	BAKERSFIELD
BKS	WARNER BROTHERS FD	BURBANK
BLD	BALD MOUNTAIN VFD	AUBERRY

ID	AGENCY	CITY
BLM	BLM, CALIFORNIA	(see CSO)
BLU	BLUE LAKE VFD	BLUE LAKE
BLV	BOULEVARD F&RD	BOULEVARD
BLY	BLYTHE FD	BLYTHE
BNC	BENICIA FD	BENICIA
BNP	NPS, LAVA BEDS NM	TULELAKE
BOB	CAMP ROBERTS FD	CAMP ROBERTS
BOD	BODEGA VFD	BODEGA
BOH	BOHEMIAN GROVE FD	MONTE RIO
BOL	BOLINAS FPD	BOLINAS
BON	BONITA SUNNYSIDE FPD	BONITA
BOU	BOULDER CREEK FPD	BOULDER CREEK
BPC	BRITISH PETROLEUM CARSON FD	CARSON
BRB	BURBANK PARADISE FPD	MODESTO
BRE	BREA FD	BREA
BRG	FORT BRAGG FP	FORT BRAGG
BRI	BRIDGEPORT FPD	BRIDGEPORT
BRK	BURBANK FD	BURBANK
BRN	BRANCIFORTE FPD	SANTA CRUZ
BRS	BRISBANE FD	BRISBANE
BRV	BEAR VALLEY FD	BEAR VALLEY
BRW	BRAWLEY FD	BRAWLEY
BSB	BIG SUR VFB	BIG SUR
BSH	BISHOP VFD	BISHOP
BTE	BUTTE VALLEY FPD	MAC DOEL
BTH	BETHEL ISLAND FPD	BETHEL ISLAND
BTU	CDF, BUTTE	OROVILLE
BUF	BURNEY FPD	BURNEY
BUR	BURLINGAME FD	BURLINGAME
BUT	BUTTE CFD	OROVILLE
BVF	BENNETT VALLEY FPD	SANTA ROSA
BVV	BELLA VISTA VFC	BELLA VISTA
CAC	CALIFORNIA CITY FD	CALIFORNIA CITY
CAL	CALISTOGA FD	CALISTOGA
CAM	CAMERON PARK FD	CAMERON PARK
CAN	CANBY FPD	CANBY
CAP	NPS, CABRILLO NM	SAN DIEGO
CAR	CARLOTTA CSD	CARLOTTA
CAY	CAYUCOS FPD	CAYUCOS
CAZ	CAZADERO FD	CAZADERO
CBD	CARLSBAD FD	CARLSBAD
CBF	CLARKSBURG FPD	CLARKSBURG

ID	AGENCY	CITY
CBK	CAMPO RESERVATION FD	CAMPO
CBS	CARMEL BY THE SEA FD	CARMEL BY THE SEA
CBT	CABAZON TRIBAL FD, STN 276	INDIO
CCA	BIA, CENTRAL CALIF AGENCY	SACRAMENTO
CCC	CALIFORNIA CONSERVATION CORP.	SACRAMENTO
CCD	COLUMBIA COLLEGE FD	SONORA
CCE	EAST CONTRA COSTA FPD	BRENTWOOD
CCF	CENTRAL CALAVERAS FPD	MOUNTAIN RANCH
CCH	CONTRA COSTA CO. ENVIR. HLTH SVCS	MARTINEZ
CCL	SALMON RIVER VF&R	FORKS OF THE SALMON
CCO	CALIFORNIA CORRECTIONAL CENTER	LITCHFIELD
CCV	COFFEE CREEK VFC	TRINITY CENTER
CCW	CONTRA COSTA WATER DISTRICT	BRENTWOOD
CDD	BLM, DESERT DISTRICT	RIVERSIDE
CDF	CDF HEADQUARTERS	SACRAMENTO
CDR	CATHEDRAL CITY FD	CATHEDRAL CITY
CDV	CEDARVILLE FPD	CEDARVILLE
CEN	CENTRAL COUNTY FD	BURLINGAME
CEP	CENTINELA STATE PRISON FD	IMPERIAL
CES	CERES DPS FD	CERES
CFA	CDF FIRE ACADEMY	IONE
CFC	CACHAGUA FPD	CARMEL VALLEY
CFS	SAN MATEO CF	FELTON
CFX	COLFAX VFD	COLFAX
CGT	US COAST GUARD FD TWO ROCK	PETALUMA
CGV	COLLEGEVILLE FPD	STOCKTON
CHA	CHUCKAWALLA VALLEY STATE PRISON FD	BLYTHE
CHE	CHESTER FPD	CHESTER
CHF	CARMEL HIGHLANDS FPD	MONTEREY
CHI	CHICO FD	CHICO
CHO	CHINO VALLEY FPD	CHINO HILLS
CHV	CHULA VISTA FD	CHULA VISTA
CHW	CHOWCHILLA VFD	CHOWCHILLA
CIM	CALIF. INSTITUTE FOR MEN – CHINO FD	CHINO
CIW	CALIF. INSTITUTE FOR WOMEN-CORONA	CORONA
CLB	COLUMBIA FPD	COLUMBIA
CLC	CLEAR CREEK CSD FD	CLEAR CREEK
CLD	CLOVERDALE FPD	CLOVERDALE
CLE	CLEMENTS RURAL FPD	CLEMENTS
CLF	COURTLAND FPD	COURTLAND
CLG	COALINGA FD	COALINGA
CLM	COLMA FPD	COLMA

ID	AGENCY	CITY
CLO	CLEARLAKE OAKS FD	CLEARLAKE OAKS
CLS	COLUSA FD	COLUSA
CLV	CLOVIS FD	CLOVIS
CLX	CALEXICO FD	CALEXICO
CMB	CAMBRIA FD	CAMBRIA
CMC	CALIF. MEN'S COLONY FD	SAN LUIS OBISPO
CMD	CORTE MADERA FD	CORTE MADERA
CMK	CAMP MEEKER VFD	CAMP MEEKER
CMP	COMPTON FD	COMPTON
CMT	COMPTCHE CSD VFD	COMPTCHE
CMV	MAPLE CREEK VFC	KORBEL
CNA	CALIFORNIA NATIONAL GUARD	RANCHO CORDOVA
CNF	USFS, CLEVELAND NF	EL CAJON
CNG	CORNING VFD	CORNING
CNH	C AND H SUGAR COMPANY FD	CROCKETT
CNP	NPS, CHANNEL ISLANDS NP	VENTURA
CNR	CDF, CALIF. NORTHERN REGION OP's	REDDING
CNR1	CDF, CALIF. NORTHERN REGION ADMIN	SANTA ROSA
CNT	SANTA CLARA CFD	LOS GATOS
CNV	CENTERVILLE VFC	REDDING
COC	COPCO LAKE FPD	MONTAGUE
COL	COLTON FD	COLTON
CON	CONTRA COSTA CFPD	PLEASANT HILL
COP	COPPEROPOLIS FPD	COPPEROPOLIS
COR	CORONA FD	CORONA
COS	COSTA MESA FD	COSTA MESA
COT	COTTONWOOD FPD	COTTONWOOD
CPA	AVENAL STATE PRISON	AVENAL
CPD	CASTELLA FPD	CASTELLA
CPK	CORCORAN STATE PRISON FD	CORCORAN
CPO	CAMPO FR (CSA-112)	CAMPO
CPP	CALIPATRIA STATE PRISON FD	CALIPATRIA
CPT	CALIPATRIA FD	CALIPATRIA
CPV	CALIFORNIA PINES VFD	ALTURAS
CPY	CAPAY FPD	ORLAND
CRC	CALIFORNIA REHABILITATION CENTER	NORCO
CRD	CORONADO FD	CORONADO
CRF	CREST FOREST FPD	CRESTLINE
CRK	CROCKETT-CARQUINEZ FPD	CROCKETT
CRP	CARPINTERIA/SUMMERLAND FPD	CARPINTERIA
CRS	CRESCENT CITY VFP	CRESCENT CITY
CRT	CRESCENT FPD	CRESCENT CITY

ID	AGENCY	CITY
CRZ	SANTA CRUZ CFD	FELTON
CSD	C-ROAD CSD	BLAIRSDEN
CSL	CASSEL VFC	CASSEL
CSO	BLM, CALIFORNIA STATE OFFICE FAM	SACRAMENTO
CSP	CALIFORNIA STATE PARKS	SACRAMENTO
CSR	CDF, CALIF. SOUTHERN REGION OP's	RIVERSIDE
CSR1	CDF, CALIF. SOUTHERN REGION ADMIN	FRESNO
CTF	CORRECTIONAL TRAINING FACILITY-CDC	SOLEDAD
CTL	CENTRAL FPD of SANTA CRUZ COUNTY	SANTA CRUZ
CTN	COMPTONVILLE VFD	COMPTONVILLE
CUL	CULVER CITY FD	CULVER CITY
CVF	CARMEL VALLEY FPD	CARMEL VALLEY
CVL	COVELO FPD	COVELO
CVN	CHEVRON REFINERY FD	EL SEGUNDO
CVV	CHALFANT VALLEY FD	CHALFANT VALLEY
CWF	CENTRAL CALIF WOMEN'S FACILITY FD	CHOWCHILLA
CYP	CYPRESS FPD	MONTEREY
CZU	CDF, SAN MATEO/SANTA CRUZ	FELTON
DAG	DAGGETT CSD	DAGGETT
DAL	DALY CITY FD	DALY CITY
DAV	DAVIS CREEK FPD	DAVIS CREEK
DCF	DONOVAN CORRECTIONAL FACILITY	SAN DIEGO
DCR	DRY CREEK VFPD	ROSEVILLE
DEN	DENAIR FPD	DENAIR
DIN	DINUBA FD	DINUBA
DIX	DIXON FD	DIXON
DLA	DEF. DIST. DEPOT SAN JOAQUIN FPP	STOCKTON
DLT	DELTA FPD (XSJ)	RIO VISTA
DLV	DE LUZ VFD	FALLBROOK
DMR	DEL MAR FD	DEL MAR
DNN	DUNNIGAN FPD	DUNNIGAN
DNY	DOWNEY FD	DOWNEY
DOF	DOBBINS/OREGON HOUSE FPD	OREGON HOUSE
DON	DONNER SUMMIT FD	SODA SPRINGS
DOR	DORRIS FD	DORRIS
DOS	DOS PALOS VFD	DOS PALOS
DOT	CALIF. DEPT. OF TRANSPORTATION	SACRAMENTO
DOU	DOUGLAS CITY FD	DOUGLAS CITY
DOW	DOW CHEMICAL COMPANY FD	PITTSBURG
DOY	DOYLE FPD	DOYLE
DPP	NPS, DEVILS POSTPILE NM	THREE RIVERS
DSF	DEER SPRINGS FD	ESCONDIDO

ID	AGENCY	CITY
DSP	DIAMOND SPRINGS/EL DORADO FPD	DIAMOND SPRINGS
DUN	DUNSMUIR FD	DUNSMUIR
DUT	DUTCH FLAT VFD	DUTCH FLAT
DVF	FURNACE CREEK VFD	DEATH VALLEY
DVP	NPS, DEATH VALLEY NM	DEATH VALLEY
DVS	DAVIS FD	DAVIS
DWN	DOWNIEVILLE FPD	DOWNIEVILLE
EAG	EAGLEVILLE FPD	EAGLEVILLE
EBB	EBBETTS PASS FPD	ARNOLD
EBY	EAST BAY REGIONAL PARKS FD	OAKLAND
ECF	EL DORADO CFPD	CAMINO
ECN	EL CENTRO FD	EL CENTRO
ECO	EAST CFD (XSD)	EL CAJON
ECR	EL CERRITO FD	EL CERRITO
EDF	EAST DAVIS FPD	DAVIS
EDH	EL DORADO HILLS FD	EL DORADO HILLS
EDI	EAST DIABLO FPD	BRENTWOOD
EFF	ELFIN FOREST/HARMONY GROVE FD	ELFIN FOREST
EGL	SPAULDING CSD FD	SUSANVILLE
EGR	ELK GROVE CSD FD	ELK GROVE
EHF	ELKHORN VFD	WEST SACRAMENTO
EKV	ELK VFD	ELK
ELC	EL CAJON FD	EL CAJON
ELK	ELK CREEK FPD	ELK CREEK
ELS	EL SEGUNDO FD	EL SEGUNDO
EMD	EL MEDIO FPD	OROVILLE
EME	EMERYVILLE F&ES	EMERYVILLE
ENC	ENCINITAS FD	ENCINITAS
ENF	USFS, EL DORADO NF	PLACERVILLE
EOP	NPS, EUGENE O'NEILL NHS	MARTINEZ
ESC	ESCONDIDO FD	ESCONDIDO
ESL	ESCALON CONSOLIDATED FPD	ESCALON
ESP	ESPARTO FPD	ESPARTO
ETN	ETNA FD	ETNA
EUR	EUREKA FD	EUREKA
EXE	EXETER FD	VISALIA
EXX	EXXON BENECIA REFINERY CO. FD	BENICIA
EYO	WEST SACRAMENTO FD	WEST SACRAMENTO
FAL	FALL RIVER MILLS FPD	FALL RIVER MILLS
FAR	FARMINGTON RURAL FPD	FARMINGTON
FBR	FIELDBROOK FD	FIELDBROOK
FCO	FRESNO CFPD	SANGER

ID	AGENCY	CITY
FDA	FRESNO AIRPORT FD	FRESNO
FDK	FORT DICK FPD	FORT DICK
FEL	FELTON FPD	FELTON
FEN	FERNDAL FPD	FERNDAL
FFD	FEDERAL FD (XSD)	SAN DIEGO
FFT	233 rd FIRE FIGHTING TEAM	ROSEVILLLE
FFV	FEDERAL FD (XVE)	PORT MUGU
FGF	FRENCH GULCH FPD	FRENCH GULCH
FHD	FOOTHILL FPD (XCA)	VALLEY SPRINGS
FHF	FORESTHILL FPD	FORESTHILL
FHL	FORT HUNTER LIGGETT FD	FORT HUNTER LIGGETT
FKU	CDF, FRESNO/KINGS	SANGER
FLL	FALLEN LEAF CSD VFD	SOUTH LAKE TAHOE
FLM	FILLMORE VFD	FILLMORE
FLV	FRUITLAND VFC	MYERS FLAT
FMV	FARMERSVILLE FD	FARMERSVILLE
FOL	FOLSOM FD	FOLSOM
FOS	FOSTER CITY FD	FOSTER CITY
FOW	FOWLER FD	FOWLER
FPB	EDWARDS AFB FPD	EDWARDS AFB
FPF	FOLSOM PRISON F&R	REPRESA
FPP	NPS, FORT POINT NHS	SAN FRANCISCO
FRB	FIREBAUGH FD	FIREBAUGH
FRC	FRENCH CAMP/MCKINLEY FPD	FRENCH CAMP
FRE	FREMONT FD	FREMONT
FRF	FAIRFIELD FD	FAIRFIELD
FRG	CALAVERAS CFD	SAN ANDREAS
FRN	FRESNO FD	FRESNO
FRT	FORTUNA FPD	FORTUNA
FRV	FORESTVILLE FPD	FORESTVILLE
FTB	FORT BIDWELL FD	FORT BIDWELL
FTJ	FORT JONES FD	FORT JONES
FTL	FOOTHILL FPD (XYU)	BROWNSVILLE
FTR	FORT ROSS VFC	CAZADERO
FUL	FULLERTON FD	FULLERTON
FVY	FOUNTAIN VALLEY FD	FOUNTAIN VALLEY
GAL	GALT FPD	GALT
GAR	GARBENVILLE FPD	GARBENVILLE
GAS	GASQUET FPD	GASQUET
GAZ	GAZELLE FPD	GAZELLE
GCF	GLENN/CODORA FPD	GLENN
GCS	GROVELAND CSD FD	GROVELAND

ID	AGENCY	CITY
GEO	GEORGETOWN FPD	GEORGETOWN
GER	GERBER FD	GERBER
GEY	GEYSERVILLE FPD	GEYSERVILLE
GFD	GOLD RIDGE FPD	SEBASTOPOL
GGV	GARDEN GROVE FD	GARDEN GROVE
GHC	GREENHORN CREEK CSD VFD	QUINCY
GIL	GILROY FD	GILROY
GLC	BUTTE CITY FD	BUTTE CITY
GLE	GLEN ELLEN FPD	GLEN ELLEN
GLN	GLENDALE FD	GLENDALE
GND	GRENADA FPD	GRENADA
GNP	NPS, GOLDEN GATE NRA	SAUSALITO
GNZ	GONZALES VFD	GONZALES
GRA	GRAEAGLE FPD	GRAEAGLE
GRD	GRIDLEY FD	OROVILLE
GRN	GREENFIELD VFD	GREENFIELD
GRO	GROVER BEACH FD	GROVER BEACH
GRS	GRASS VALLEY FD	GRASS VALLEY
GRV	GARDEN VALLEY FPD	GARDEN VALLEY
GTN	GRATON FPD	GRATON
GUA	GUADALUPE FD	GUADALUPE
GUS	GUSTINE VFD	GUSTINE
GVF	GREENVILLE FPD	GREENVILLE
GWR	GREENWOOD RIDGE FD	ELK
GYP	US GYPSUM COMPANY	EL CENTRO
HAC	HUGHES AIRCRAFT COMPANY EDSG	EL SEGUNDO
HAM	HAMILTON CITY FD	HAMILTON CITY
HAN	HANFORD FD	HANFORD
HAP	HAPPY CAMP FPD	HAPPY CAMP
HAT	HAT CREEK VFC	HAT CREEK
HAY	HAYWARD FD	HAYWARD
HBF	HAMILTON BRANCH FPD	LAKE ALMANOR
HBO	HILLSBOROUGH FD	HILLSBOROUGH
HBV	HAWKINS BAR VFD	SALYER
HCF	HEARST CASTLE FD	SAN SIMEON
HCS	HALLWOOD CSD #10	MARYSVILLE
HEA	HEALDSBURG FD	HEALDSBURG
HER	HERALD FPD	HERALD
HES	HESPERIA FPD	HESPERIA
HGF	HIGGINS AREA FPD	AUBURN
HGS	HUGHSON FPD	HUGHSON
HIA	HOOPA WILDLAND FSC	HOOPA

ID	AGENCY	CITY
HLT	HOLTVILLE FD	HOLTVILLE
HLV	HUNTINGTON LAKE VFD	LAKE SHORE
HMB	HERMOSA BEACH FD	HERMOSA BEACH
HMM	HAMMOND RANCH FC	WEED
HMT	HEMET FD	HEMET
HOL	HOLLISTER FD	HOLLISTER
HOO	HOOPA VFD	HOOPA
HOP	HOPLAND VFD	HOPLAND
HOR	HORN BROOK FPD	HORN BROOK
HTB	HUNTINGTON BEACH FD	HUNTINGTON BEACH
HTF	HOLT FD	HOLT
HTL	HEARTLAND COMM. FACILITY AUTHORITY	EL CAJON
HUM	HUMBOLDT FPD #1	EUREKA
HUU	CDF, HUMBOLDT/DEL NORTE	FORTUNA
HVF	HAPPY VALLEY FPD	ANDERSON
HYF	HAYFORK FD	HAYFORK
HYM	HYAMPOM FD	HYAMPOM
IBV	IRISH BEACH VFD	MANCHESTER
IDL	IDYLLWILD FPD	IDYLLWILD
IDP	INDEPENDENCE FPD	INDEPENDENCE
IGO	IGO-ONO VFD	IGO
ILE	ISLETON FD	ISLETON
IMB	IMPERIAL BEACH FD	IMPERIAL BEACH
IMF	INTERMOUNTAIN VFR	RAMONA
IMP	IMPERIAL CFD	IMPERIAL
IMR	IMPERIAL FD	IMPERIAL
INF	USFS, INYO NF	BISHOP
INV	INVERNESS PUD (IFD)	INVERNESS
ION	IONE FD	IONE
ISL	ISLETON FPD	ISLETON
JCF	JUNCTION CITY FPD	JUNCTION CITY
JCK	JACKSON VALLEY FPD	IONE
JEN	JENNY LIND FPD	VALLEY SPRINGS
JKS	JACKSON VFD	JACKSON
JMP	NPS, JOHN MUIR NHS	MARTINEZ
JNR	JENNER VFD	JENNER
JNV	JANESVILLE FPD	JANESVILLE
JPL	JET PROPULSION LABORATORY FD	PASADENA
JSC	SIERRA CONSERVATION CENTER	JAMESTOWN
JST	JAMESTOWN FPD	JAMESTOWN
JTP	NPS, JOSHUA TREE NP	TWENTYNINE PALMS
JUN	JUNE LAKE FPD	JUNE LAKE

ID	AGENCY	CITY
JVF	JULIAN/CUYAMACA FPD	JULIAN
JVV	JONES VALLEY VFC	REDDING
KAN	KANAWHA FPD	WILLOWS
KCF	KINGS CFD	HANFORD
KEE	KEELER FC	KEELER
KEN	KENSINGTON FPD	EL CERRITO
KES	KESWICK VFC	SHASTA
KEY	KEYES FPD	KEYES
KFD	KNEELAND FPD	KNEELAND
KIN	KING CITY FD	KING CITY
KJC	KJC OPERATIONS COMPANY ER	BORON
KLA	KLAMATH FPD	KLAMATH
KLR	KLAMATH RIVER FC	HORSECREEK
KLS	KELSEYVILLE FPD	KELSEYVILLE
KMC	AMERICAN CHEMICAL	TRONA
KNF	USFS, KLAMATH NF	YREKA
KNG	KINGSBURG FD	KINGSBURG
KNI	KNIGHTS LANDING VFD	KNIGHTS LANDING
KNP	NPS, SEQUOIA-KINGS CANYON NP	THREE RIVERS
KNT	KENTFIELD FPD	KENTFIELD
KNV	KNIGHTS VALLEY VFD	CALISTOGA
KRK	KIRKWOOD VFD	KIRKWOOD
KRN	KERN CFD	BAKERSFIELD
KWD	KENWOOD FPD	KENWOOD
LAB	LAGUNA BEACH FD	LAGUNA BEACH
LAC	LOS ANGELES CFD	LOS ANGELES
LAP	LIVERMORE-PLEASANTON FD	PLEASANTON
LAT	LATON FPD	LATON
LAV	LAKE VALLEY FPD	SOUTH LAKE TAHOE
LBN	LOS BANOS FD	LOS BANOS
LCI	FEDERAL CORRECT'L/COMPLEX FD	LOMPOC
LEE	LEE VINING VFD	LEE VINING
LEG	LEGGETT VALLEY FPD	LEGGETT
LEM	LEMOORE VFD	LEMOORE
LEW	LEWISTON VFD	LEWISTON
LFD	LOS ANGELES CITY FD	LOS ANGELES
LFP	LOCKWOOD FPD	VOLCANO
LFV	LAKE FOREST VFD	SUSANVILLE
LGR	LOCAL GOVERNMENT RESOURCES	
LGV	LEMON GROVE FD	LEMON GROVE
LHB	LA HABRA FD	LA HABRA
LHD	LAKEHEAD VFC	LAKEHEAD

ID	AGENCY	CITY
LHH	LA HABRA HEIGHTS FD	LA HABRA HEIGHTS
LHM	LOCKHEED MISSILE & SPACE FD	SANTA CRUZ
LIB	LIBERTY RURAL FPD	ACAMPO
LIK	LIKELY FPD	LIKELY
LKC	LAKE CITY FPD	LAKE CITY
LKP	LAKEPORT CFPD	LAKEPORT
LKS	LAKESIDE FPD	LAKESIDE
LKV	LAKEVILLE VFD	PETALUMA
LLL	LAWRENCE/LIVERMORE NAT'L LAB FD	LIVERMORE
LMD	LATHROP/MANTECA FPD	LATHROP
LMF	LOOMIS FPD	LOOMIS
LMP	LOMPOC FD	LOMPOC
LMS	LA MESA FD	LA MESA
LMU	CDF, LASSEN/MODOC	SUSANVILLE
LNA	LINDA FPD	MARYSVILLE
LNC	LINCOLN FD	LINCOLN
LNF	USFS, LASSEN NF	SUSANVILLE
LNG	LONG VALLEY VFD	CROWLEY LAKE
LNP	NPS, LASSEN VOLCANIC NP	MINERAL
LNS	LINDSAY FD	LINDSAY
LNU	CDF, LAKE/NAPA/SONOMA	SAINT HELENA
LOB	LONG BEACH FD	LONG BEACH
LOD	LODI FD	LODI
LOL	LOLETA FPD	LOLETA
LOM	LOMA LINDA FD	LOMA LINDA
LOO	LOOKOUT FPD	LOOKOUT
LOS	MILITARY DEPT. – STATE OF CALIFORNIA	LOS ALAMITOS
LOY	LOYALTON FD	LOYALTON
LPE	LINDEN-PETERS RURAL FPD	LINDEN
LPF	USFS, LOS PADRES NF	GOLETA
LPN	LONE PINE VFD	LONE PINE
LPR	LA PORTE FPD	LA PORTE
LRB	LOMA RICA/BROWNS VALLEY CSD	MARYSVILLE
LRK	LARKSPUR FD	LARKSPUR
LSH	LAKE CFPD	CLEARLAKE
LSN	LAKE ELSINORE FD	PERRIS
LST	LAKE SHASTINA CFD	WEED
LSW	LOWER SWEETWATER FPD	NATIONAL CITY
LTB	LATROBE FPD	SHINGLE SPRINGS
LTL	LITTLE LAKE FPD	WILLITS
LUC	LUCERNE P&RD	LUCERNE
LUR	SAN LUIS NAT'L WILDLIFE REFUGE	LOS BANOS

ID	AGENCY	CITY
LVF	LONG VALLEY FPD	LAYTONVILLE
LVG	LIVINGSTON FD	MARIPOSA
LVL	LONG VALLEY FD	CROMBERG
LVN	LA VERNE FD	LA VERNE
LVV	LITTLE VALLEY CSD FD	LITTLE VALLEY
MAB	MARCH AIR RESERVE BASE FD	MARCH AFB
MAD	MADELINE FPD	MADELINE
MAF	SACRAMENTO INTER'L AIRPORT FD	SACRAMENTO
MAM	MAMMOTH LAKES FPD	MAMMOTH LAKES
MAN	MANTECA FD	MANTECA
MAR	MARINA DPS	MARINA
MAX	MAXWELL FPD	MAXWELL
MAY	MARYSVILLE FD	MARYSVILLE
MCA	MC ARTHUR VFD	MC ARTHUR
MCB	MARINE CORPS LOGISTICS BASE FD	BARSTOW
MCC	MID-COAST FIRE BRIGADE	CARMEL
MCM	MTN TRAINING WARFARE CNTR USMC	BRIDGEPORT
MCP	CAMP PENDLETON FD	CAMP PENDLETON
MCT	COMBAT CENTER FD (USMC)	TWENTY-NINE PALMS
MCU	MC CLOUD FD	MCCLOUD
MDC	MADERA CFD	MARIPOSA
MDF	USFS, MODOC NF	ALTURAS
MDN	MERIDIAN FD	MERIDIAN
MDR	MADERA FD	MARIPOSA
MDS	MADISON FPD	MADISON
MDT	SOUTH LAKE CFPD	MIDDLETOWN
MEK	MEEKS BAY FPD	TAHOMA
MEN	MENDOTA FD	SANGER
MEO	SAN MATEO FD	SAN MATEO
MER	MERCED FD	MERCED
MEU	CDF, MENDOCINO	WILLITS
MFC	CALIFORNIA MEDICAL FACILITY FD	VACAVILLE
MFR	MOUNTAIN FR	MOUNTAIN RANCH
MFV	MENDOCINO CFW/CO. OES	WILLITS
MGO	MORONGO VALLEY CSD	MORONGO VALLEY
MGR	MESA GRANDE FD	SANTA YSABEL
MHB	MANHATTAN BEACH FD	MANHATTAN BEACH
MIL	MILLBRAE FD	MILLBRAE
MIR	MIRANDA CSD	MIRANDA
MKE	MOKELUMNE RURAL FD	LOCKEFORD
MLF	MILFORD FPD	MILFORD
MLG	MOUNT LAGUNA VFD	MT LAGUNA

ID	AGENCY	CITY
MLP	MILPITAS FD	MILPITAS
MLV	MILL VALLEY FD	MILL VALLEY
MMU	CDF, MADERA/MARIPOSA/MERCED	MARIPOSA
MND	MENDOCINO FPD	MENDOCINO
MNF	USFS, MENDOCINO NF	WILLOWS
MNL	MENLO PARK FPD	MENLO PARK
MNP	NPS, MOJAVE NP	BARSTOW
MNT	MONTEREY FD	MONTEREY
MOF	MOFFETT FIELD FD	MOFFETT FIELD
MOK	MOKELUMNE HILL FPD	MOKELUMNE HILL
MON	MONO CITY FPD	LEE VINING
MOR	MORAGA/ORINDA FPD	ORINDA
MOU	MOUNTAIN VFD	CALISTOGA
MPA	MARIPOSA CFD	MARIPOSA
MPK	MONTEREY PARK FD	MONTEREY PARK
MQT	MOSQUITO FPD	PLACERVILLE
MRC	MARTINEZ REFINING COMPANY FD	MARTINEZ
MRD	MERCED CFD	MERCED
MRF	MORONGO INDIAN RESERVATION FD	BANNING
MRI	MARIPOSA MPUD	MARIPOSA
MRK	MARKLEEVILLE VFD	MARKLEEVILLE
MRN	MARIN CFD	WOODACRE
MRO	MONTE RIO FPD	MONTE RIO
MRP	MURPHYS FPD	MURPHYS
MRV	MONROVIA FD	MONROVIA
MRW	MARINWOOD FD	SAN RAFAEL
MSH	MOUNT SHASTA FPD	MT SHASTA
MSM	MARINE CORPS AIR STN MIRAMAR FD	SAN DIEGO
MST	MODESTO FD	MODESTO
MSV	MOUNT SHASTA VISTA VFC	MONTAGUE
MTB	MONTEBELLO FD	MONTEBELLO
MTC	MONTCLAIR FD	MONTCLAIR
MTF	MONTAGUE FPD	MONTAGUE
MTG	MONTGOMERY CREEK VFC	MONTGOMERY CREEK
MTN	MAYTEN FD	MONTAGUE
MTO	MONTECITO FPD	SANTA BARBARA
MTS	MOUNT SHASTA FD	MT SHASTA
MTV	MOUNTAIN VIEW FD	MOUNTAIN VIEW
MTZ	MONTEZUMA FPD (XSO)	RIO VISTA
MUI	MUIR BEACH VFD	MUIR BEACH
MUP	MULE CREEK STATE PRISON	IONE
MUR	MURRIETA FPD	MURRIETA

ID	AGENCY	CITY
MVF	MEADOW VALLEY FPD	MEADOW VALLEY
MVL	MILLVILLE FPD	MILLVILLE
MVU	CDF, SAN DIEGO/IMPERIAL	EL CAJON
MVW	MOUNTAIN VIEW FPD	CROWS LANDING
MVY	MOUNTAIN VALLEY VFD	DUNLAP
MWP	NPS, MUIR WOODS NM	MILL VALLEY
MYC	MAYACAMAS VFD	GLEN ELLEN
MYR	MYERS FLAT FPD	MYERS FLAT
NAF	NAVAL AIR FACILITY FD	EL CENTRO
NAG	NORTHROP GRUMMAN FD	HAWTHORNE
NAP	NAPA FD	NAPA
NAT	NATIONAL CITY FD	NATIONAL CITY
NBY	NEWBERRY SPRINGS FD	NEWBERRY SPRINGS
NCA	BIA, NORTHERN CALIF AGENCY	REDDING
NCC	NEVADA CO. CONSOLIDATED FD	GRASS VALLEY
NCD	NORTH COUNTY FPD (XMY)	CASTROVILLE
NCF	NORTH COUNTY FPD (XSD)	FALLBROOK
NCL	EAST NICOLAUS FD	EAST NICOLAUS
NCN	NORTH CENTRAL FPD	KERMAN
NCO	NEVADA CFD (CDF NV CO.)	AUBURN
NCS	NICASIO VFD	NICASIO
NCY	NORTHERN CALIF YOUTH AUTHORITY	STOCKTON
NED	NEEDLES FD	SAN BERNARDINO
NET	SANTA CRUZ CECC	SANTA CRUZ
NEU	CDF, NEVADA/YUBA/PLACER	AUBURN
NEV	NEVADA CITY FD	NEVADA CITY
NEW	NEWCASTLE FPD	NEWCASTLE
NIC	NICE VFD	NICE
NIL	NILAND FD	NILAND
NKP	NORTH KERN STATE PRISON FD	DELANO
NLE	NAS LEMOORE FD	LEMOORE
NOD	BLM, NORTHERN CALIFORNIA DISTRICT	SUSANVILLE
NOR	NORCO FD	NORCO
NOV	NOVATO FPD	NOVATO
NPA	NAPA CFD	ST HELENA
NPB	NEWPORT BEACH FD	NEWPORT BEACH
NPG	NAVAL SUPPORT ACTIVITY MB FD	MONTEREY
NRK	NEWARK FD	NEWARK
NRS	NORTHSTAR FD	TRUCKEE
NSH	NAPA STATE HOSPITAL FD	IMOLA
NSJ	NORTH SAN JUAN FPD	NORTH SAN JUAN
NSP	NEWHALL FPD	TULELAKE

ID	AGENCY	CITY
NTF	NORTH TAHOE FPD	TAHOE CITY
NTI	NORTH TREE FIRE, INTERNATIONAL	MARYSVILLE
NVW	NAVAL WEAPONS STATION SEAL BEACH	SEAL BEACH
NWC	NAWS CHINA LAKE FD	CHINA LAKE
NWF	NORTHERN CALIF WOMEN'S FACILITY	STOCKTON
NWL	NORTHWEST LASSEN FD	MCARTHUR
NWM	NEWMAN VFD	NEWMAN
NWR	NORTHERN WILDLIFE REFUGE	
NZF	USFS – NORTH ZONE	REDDING
OAP	ONTARIO AIRPORT FD	ONTARIO
OCD	OCCIDENTAL FCS	OCCIDENTAL
OCE	OCEANO CSD FIRE	OCEANO
OCF	ORANGE COVE FPD	ORANGE COVE
OCO	OCOTILLO FPD	OCOTILLO
OCS	OCEANSIDE FD	OCEANSIDE
OCT	ORCUTT FPD	ORCUTT
ODF	OAKDALE FD	OAKDALE
ODL	OAKDALE RURAL FPD	OAKDALE
OES	OFFICE OF EMERGENCY SERVICES	MATHER
OIL	CHEVRON FD (XCC)	RICHMOND
OKL	OAKLAND FD	OAKLAND
OKR	OAK RUN VFC	OAK RUN
OLC	OLANCHA/CARTAGO FD	OLANCHA
OLI	OLIVEHURST PUD	OLIVEHURST
OLN	ORLEANS VFD	ORLEANS
OLY	OAKLEY FPD	OAKLEY
ONC	OPERATION NORTHERN CALIF - USFS	REDDING
OPH	OPHIR HILL FPD	CEDAR RIDGE
ORC	ORANGE COUNTY FIRE AUTHORITY	ORANGE
ORD	ORD BEND FPD	GLENN
ORG	ORANGE FD	ORANGE
ORK	ORICK CSD	ORICK
ORL	ORLAND FPD	ORLAND
ORO	OROVILLE FD	OROVILLE
OSC	OPERATION SOUTHERN CALIF - USFS	RIVERSIDE
OSV	OLD STATION VFC	OLD STATION
OTO	ONTARIO FD	ONTARIO
OVD	BLM, OWENS VALLEY DISTRICT	BISHOP
OWF	OCOTILLO WELLS VFD	BORREGO SPRINGS
OXD	OXNARD FD	OXNARD
PAF	PALO ALTO FD	PALO ALTO
PAJ	PAJARO VALLEY FD	FELTON

ID	AGENCY	CITY
PAL	PALA FD	PALA
PAR	PARLIER FD	SANGER
PAS	PASADENA FD	PASADENA
PAT	PATTERSON FD	PATTERSON
PAY	CAPAY VALLEY FPD	BROOKS
PBF	PLUMAS/BROPHY FPD	WHEATLAND
PCF	PLACER CFD	AUBURN
PCP	PEARDALE/CHICAGO PARK FPD	CHICAGO PARK
PCV	PALO CEDRO VFC	PALO CEDRO
PDF	PAINTED CAVE VFD	SANTA BARBARA
PEB	PEBBLE BEACH CSD FD	MONTEREY
PEF	PLUMAS/EUREKA FD	BLAIRSDEN
PET	PETROLIA FPD	PETROLIA
PFC	PACIFICA FD	PACIFICA
PFD	PECHANGA FD	TEMECULA
PGF	PACIFIC GROVE FD	PACIFIC GROVE
PHF	PLACER HILLS FPD	MEADOW VISTA
PHL	PHILLIPSVILLE FPD	PHILLIPSVILLE
PIE	PIEDMONT FD	PIEDMONT
PIK	PIKE CITY VFD	PIKE CITY
PIO	PIONEER FPD	SOMERSET
PIP	NPS, PINNACLES NM	PAICINES
PLG	PLEASANT GROVE FD	PLEASANT GROVE
PLN	AIR FORCE PLANT 42/PYRAMID SVCS INC.	PALMDALE
PLW	PLANTINA/WILDWOOD VFC	WILDWOOD
PLY	PLYMOUTH FD	PLYMOUTH
PMA	MONTEREY PENINSULA AIRPORT FD	MONTEREY
PMT	POST MOUNTAIN VFD	HAYFORK
PMV	PALOMAR MOUNTAIN VFD	PALOMAR MOUNTAIN
PNF	USFS, PLUMAS NF	QUINCY
PNS	PENINSULA FPD	LAKE ALMANOR PENINSULA
PNV	PENN VALLEY FPD	PENN VALLEY
POE	PINOLE FD	PINOLE
POM	PRESIDIO OF MONTEREY FD	MONTEREY
POR	PORTOLA FD	PORTOLA
POT	POTTER VALLEY CSD	POTTER VALLEY
POW	POWAY FD	POWAY
PRA	PARADISE FD	PARADISE
PRC	PIERCY FPD	PIERCY
PRD	PARADISE FPD	BISHOP
PRF	PASO ROBLES FD (OES)	PASO ROBLES
PRG	PINE RIDGE VFD	SHAVER LAKE

ID	AGENCY	CITY
PRK	PARKS RFTA F&ES	DUBLIN
PRN	PRINCETON FPD	PRINCETON
PRT	PRATTVILLE/ALMANOR FD	CANYONDAM
PSF	PRESIDIO FD	SAN FRANCISCO
PSM	PISMO BEACH FD	PISMO BEACH
PSP	PALM SPRINGS FD	PALM SPRINGS
PSS	UNOCAL/MOLY CORPORATION	MOUNTAIN PASS
PTA	REDWOOD COAST VFD	POINT ARENA
PTL	PETALUMA FD	PETALUMA
PTM	POINT MONTARA FPD	HALF MOON BAY
PVF	PLEASANT VALLEY FC	DORRIS
PVL	PORTERVILLE FD	PORTERVILLE
PVS	PLEASANT VALLEY STATE PRISON FD	COALINGA
PVT	PRIVATE RESOURCES	
PVY	PINE VALLEY FPD	PINE VALLEY
QUI	QUINCY FPD	QUINCY
QUN	SAN QUENTIN STATE PRISON FD	SAN QUENTIN
RAD	RANCHO ADOBE FPD	PENNGROVE
RAN	MONTEZUMA VALLEY VFD	RANCHITA
RAR	ROUGH AND READY FPD	ROUGH & READY
RBU	RED BLUFF FD	RED BLUFF
RCF	RANCHO CUCAMONGA FPD	RANCHO CUCAMONGA
RCV	REDCREST VFD	REDCREST
RDB	REDONDO BEACH FD	REDONDO BEACH
RDN	REDDING FD	REDDING
RDO	RODEO/HERCULES FPD	HERCULES
RDW	REDWAY FPD	REDWAY
RED	REDLANDS FD	REDLANDS
REE	REEDLEY FD	REEDLEY
RES	RESCUE FPD	RESCUE
RFB	RESERVATION FPD	SANTA YSABEL
RIA	RIALTO FD	RIALTO
RIN	RINCON VALLEY FPD	SANTA ROSA
RIO	RIO DELL FPD	RIO DELL
RIP	RIPON FPD	RIPON
RIV	RIVERSIDE FD	RIVERSIDE
RLN	RIO LINDO ACADEMY FIRE BRIGADE	HEALDSBURG
RMD	RICHMOND FD	RICHMOND
RNP	NPS, POINT REYES NS	POINT REYES
ROC	PLACER CONSOLIDATED FD	AUBURN
ROH	ROHNERT PARK DPS FD	ROHNERT PARK
ROK	ROCKLIN FD	ROCKLIN

ID	AGENCY	CITY
ROS	ROSS DEPT OF PUBLIC SAFETY	ROSS
RRF	RUSSIAN RIVER FPD	GUERNEVILLE
RRU	CDF, RIVERSIDE	PERRIS
RSF	RANCHO SANTA FE FPD	RANCHO SANTA FE
RSP	RUNNING SPRINGS WD	RUNNING SPRINGS
RSV	ROSEVILLE FD	ROSEVILLE
RUM	RUMSEY INDIAN RANCHERIA FD	BROOKS
RVC	RIVERSIDE CFD	PERRIS
RVD	RIVERDALE PUD FD	RIVERDALE
RVF	REDWOOD VALLEY/CALPELLA FPD	REDWOOD VALLEY
RVS	RIO VISTA FD	RIO VISTA
RVY	ROSS VALLEY FD	SAN ANSELMO
RWO	REDWOOD CITY FD	REDWOOD CITY
RWP	NPS, REDWOOD NP	CRESCENT CITY
RYN	PENRYN FD	PENRYN
RYR	RYER ISLAND FPD	RIO VISTA
SAC	SACRAMENTO METROPOLITAN FD	SACRAMENTO
SAD	SIERRA ARMY DEPOT FES	HERLONG
SAF	SAN ANTONIO VFD	PETALUMA
SAL	SALTON CITY CSD	SALTON CITY
SAM	SAMOA PENINSULA FD	SAMOA
SAN	SANGER FD	SANGER
SAO	BIA, SACRAMENTO AREA OFFICE	SACRAMENTO
SAR	SARATOGA FPD	SARATOGA
SAV	SAN ARDO VCF	SAN ARDO
SBC	SANTA BARBARA CFD	SANTA BARBARA
SBF	SUTTER BASIN FPD	ROBBINS
SBG	STONES BENGARD CSD	SUSANVILLE
SBN	SAN BENITO CFD	MONTEREY
SBR	SAN BRUNO FD	SAN BRUNO
SBY	SOUTH BAY FD	LOS OSOS
SCA	BIA, SOUTHERN CALIF AGENCY	RIVERSIDE
SCC	SOUTH SANTA CLARA CFD	MORGAN HILL
SCF	SOUTH COAST FPD	GUALALA
SCH	SHELL/VISTA FPD	SONOMA
SCO	SCOTTS VALLEY FPD (XCZ)	SCOTTS VALLEY
SCR	SACRAMENTO FD	SACRAMENTO
SCT	SCOTIA VFC	SCOTIA
SCU	CDF, SANTA CLARA	MORGAN HILL
SCV	SALMON CREEK VFC	MIRANDA
SCZ	SANTA CRUZ FD	SANTA CRUZ
SDC	ELDRIDGE FD	ELDRIDGE

ID	AGENCY	CITY
SDR	SAN DIEGO RURAL FD	JAMUL
SEA	SEASIDE FD	SEASIDE
SEB	SEBASTOPOL FD	SEBASTOPOL
SEI	SEIAD VALLEY FC	SEIAD VALLEY
SER	SIERRA CFPD #1	SIERRAVILLE
SFD	FORT IRWIN FD	FORT IRWIN
SFP	SMARTVILLE FPD	SMARTVILLE
SFR	SAN FRANCISCO FD	SAN FRANCISCO
SFS	SANTA FE SPRINGS FD	SANTA FE SPRINGS
SFW	STANISLAUS COUNTY FIRE WARDEN	MODESTO
SGB	SAN GABRIEL FD	SAN GABRIEL
SHA	SHASTA FD	SHASTA
SHC	SHASTA COLLEGE FPD	REDDING
SHE	SHELTER COVE CSD	WHITEHORN
SHF	USFS, SHASTA/TRINITY NF	REDDING
SHI	SHINGLETOWN VFC	SHINGLETOWN
SHL	SHAVER LAKE FD	SHAVER LAKE
SHR	SHERIDAN FPD	SHERIDAN
SHS	SHASTA CFD	REDDING
SHU	CDF, SHASTA/TRINITY	REDDING
SIE	SIERRA VALLEY FPD	CHILCOOTI
SIS	SISKIYOU CFD	YREKA
SIT	SAUSALITO FD	SAUSALITO
SJB	SAN JUAN BAUTISTA FD	SAN JUAN BAUTISTA
SJS	SAN JOSE FD	SAN JOSE
SKU	CDF, SISKIYOU	YREKA
SKY	SKYWALKER RANCH FB	SAN RAFAEL
SLA	SALIDA FPD	SALIDA
SLC	SAN LUIS OBISPO CFD	SAN LUIS OBISPO
SLD	SOLEDAD VFD	SOLEDAD
SLF	SHASTA LAKE FPD	SHASTA LAKE
SLM	SELMA FD	SELMA
SLO	SAN LUIS OBISPO FD	SAN LUIS OBISPO
SLR	SALINAS RURAL FPD	SALINAS
SLS	SALINAS FD	SALINAS
SLT	SOUTH LAKE TAHOE FD	SOUTH LAKE TAHOE
SLU	CDF, SAN LUIS OBISPO	SAN LUIS OBISPO
SLV	SALYER VFD	SALYER
SMA	SANTA MONICA FD	SANTA MONICA
SMC	SAN MARCOS FPD	SAN MARCOS
SMD	SIERRA MADRE FD	SIERRA MADRE
SMF	SAN MIGUEL CFPD (XSL)	SAN MIGUEL

ID	AGENCY	CITY
SMG	SAN MIGUEL CFPD (XSD)	SPRING VALLEY
SMI	SAN MANUEL FD	SAN BERNARDINO
SMP	NPS, SANTA MONICA MTNS NRA	THOUSAND OAKS
SMR	SANTA MARIA FD	SANTA MARIA
SMT	SMITH RIVER FPD	SMITH RIVER
SMV	SANTA MARGARITA VFD	SANTA MARGARITA
SMY	SOUTH MONTEREY CFPD	MONTEREY
SNB	STINSON BEACH FPD	STINSON BEACH
SNC	SANTA CLARA FD	SANTA CLARA
SND	SAN DIEGO FIRE AND LIFE SAFETY SVCS	SAN DIEGO
SNF	USFS, SIERRA NF	FRESNO
SNM	SAN MARINO FD	SAN MARINO
SNO	SAN ONOFRE FD	SAN CLEMENTE
SNR	SAN RAFAEL FD	SAN RAFAEL
SNT	SANTEE FD	SANTEE
SNY	SUNNYVALE DPS FD	SUNNYVALE
SOC	SOUTH COUNTY FIRE AUTHORITY (XSM)	SAN CARLOS
SOF	SONORA FD	SONORA
SOL	SOLANA BEACH FD	SOLANA BEACH
SOM	SOUTH MARIN FPD	MILL VALLEY
SON	SONOMA FD	SONOMA
SOT	SOUTH TRINITY VFD	MAD RIVER
SPA	SANTA PAULA FD	SANTA PAULA
SPF	SAN PASQUAL FD	ESCONDIDO
SPI	SAN PASQUAL RESERVATION FD	VALLEY CENTER
SPL	SOUTH PLACER FPD	GRANITE BAY
SPR	SPRECKELS VFD	SPRECKELS
SPS	SOUTH PASADENA FD	SOUTH PASADENA
SPV	SPRING VALLEY VFD	SAN JOSE
SQF	USFS, SEQUOIA NF	PORTERVILLE
SQU	SQUAW VALLEY FD	OLYMPIC VALLEY
SRA	SIERRA CITY FPD	SIERRA CITY
SRC	SACTO REG'L FIRE/EMS COMM. CNTR	SACRAMENTO
SRF	USFS, SIX RIVERS NF	FORTUNA
SRM	SAN RAMON VALLEY FPD	SAN RAMON
SRS	SANTA ROSA FD	SANTA ROSA
SRV	SACRAMENTO RIVER FPD	COLUSA
SSB	SALTON SEA BEACH VFD	SALTON SEA BEACH
SSF	SOUTH SAN FRANCISCO FD	SO. SAN FRANCISCO
SSL	STANISLAUS CONSOLIDATED FPD	MODESTO
SSN	SUSAN RIVER FPD	SUSANVILLE
SSR	SONOMA COUNTY DFS (CSA #40)	SANTA ROSA

ID	AGENCY	CITY
SST	SUNSHINE SUMMIT VFD	WARNER SPRINGS
STA	SANTA ANA FD	SANTA ANA
STB	SANTA BARBARA FD	SANTA BARBARA
STC	SUTTER CFD	YUBA CITY
STF	USFS, STANISLAUS NF	SONORA
STH	SAINT HELENA FD	SAINT HELENA
STL	STANDISH LITCHFIELD FPD	STANDISH
STO	STOCKTON FD	STOCKTON
STW	STRAWBERRY VFD	STRAWBERRY
SUC	SUISUN CITY FD	SUISUN CITY
SUF	STANFORD UNIV. FIRE MARSHAL	STANFORD
SUI	SUISUN FPD	FAIRFIELD
SUS	SUSANVILLE FD	SUSANVILLE
SUT	SUTTER CREEK FD	SUTTER CREEK
SVF	SCOTT VALLEY FPD (XSK)	GREENVIEW
SVG	SOLVANG FD	SOLVANG
SVV	SHELTER VALLEY VFD	JULIAN
SWF	WHEELER CREST FPD	BISHOP
SWR	SACRAMENTO NAT'L WILDLIFE REFUGE	WILLOWS
SWV	SPEEDWAY VFD	HIGHLAND
SYC	SYCUAN FD	EL CAJON
SYR	SOUTH YREKA FPD	YREKA
SZF	USFS – SOUTH ZONE	RIVERSIDE
TAY	TAYLORSVILLE FPD	TAYLORSVILLE
TCC	TRINITY CENTER CSD	TRINITY CENTER
TCR	TEHAMA CFD	RED BLUFF
TCU	CDF, TOULUMNE/CALAVERAS	SAN ANDREAS
TDV	DEUEL VOCATIONAL INSTITUTION	TRACY
TEL	TELEGRAPH RIDGE VFC	REDWAY
TEM	TEMPLETON FPD	TEMPLETON
TEN	TENNANT FD	TENNANT
TFT	TAFT FD	TAFT
TGU	CDF, TEHAMA/GLENN	RED BLUFF
THC	TEHACHAPI FD	TEHACHAPI
THO	THORNTON FPD	THORNTON
TIA	TULE RIVER INDIAN RESERVATION FD	PORTERVILLE
TIB	TIBURON FPD	TIBURON
TIM	TIMBER COVE FPD	CAZADERO
TLC	TULARE CFPD	VISALIA
TLR	TULARE FD	TULARE
TLU	TUOLUMNE CFD	SONORA
TMU	USFS, LAKE TAHOE BASIN MU	SOUTH LAKE TAHOE
Alpha by Agency ID		Alpha by Agency ID

ID	AGENCY	CITY
TNF	USFS, TAHOE NF	NEVADA CITY
TNR	FWS-SAN DIEGO COMPLEX OF REFUGES	JAMUL
TNT	NAVAL WEAPONS STN FD - CONCORD	CONCORD
TOM	TOMALES VFC	TOMALES
TOR	TORRANCE FD	TORRANCE
TOS	TOSCO CORPORATION FD	MARTINEZ
TPC	KERN TEHACHAPI CORRECTIONAL INSTITUTION	TEHACHAPI
TRK	TRUCKEE FPD	TRUCKEE
TRL	TURLOCK RURAL FPD	TURLOCK
TRN	TRINIDAD VFD	TRINIDAD
TRV	TRAVIS AFB FD	TRAVIS AFB
TRY	TRACY FD	TRACY
TSH	SOUTHERN INYO FPD	SHOSHONE
TSR	SEA RANCH FD	SEA RANCH
TUL	TULELAKE MULTI-COUNTY FIRE DIST.	TULELAKE
TUO	TUOLUMNE FPD	TUOLUMNE
TUR	TURLOCK CITY F&ES	TURLOCK
TUU	CDF, TULARE	VISALIA
TWA	TWAIN HARTE FPD	TWAIN HARTE
TWO	TWO ROCK VFD	PETALUMA
TWP	TWENTY-NINE PALMS FD	TWENTY-NINE PALMS
UCB	UC CAMPUS FIRE MARSHAL (XAL)	BERKELEY
UCD	UC DAVIS FD	DAVIS
UCI	UC IRVINE CAMPUS FIRE MARSHAL	IRVINE
UCL	UCLA CAMPUS FIRE MARSHAL	LOS ANGELES
UCR	UC CAMPUS FIRE MARSHAL (XRI)	RIVERSIDE
UCZ	UC SANTA CRUZ FPS	SANTA CRUZ
UKH	UKIAH FD	UKIAH
UKV	UKIAH VALLEY FD	UKIAH
UNU	UNION CITY FD	UNION CITY
UPL	UPLAND FD	UPLAND
UPP	UPPER LAKE FPD	UPPER LAKE
USB	UC CAMPUS FIRE MARSHAL (XSB)	SANTA BARBARA
USF	USFS, REGION V HEADQUARTERS	VALLEJO
UTC	UNITED TECHNOLOGY CORPORATION	SAN JOSE
VAC	VACAVILLE FD	VACAVILLE
VAN	VAN DEUSEN VFD	BRIDGEVILLE
VCF	VALLEY CENTER FPD	EL CAJON
VCV	VICTORVILLE FD	VICTORVILLE
VEN	VENTURA FD	VENTURA
VER	VERNON FD	VERNON

ID	AGENCY	CITY
VFC	WHALE GLUCH VFC	WHITEHORN
VFV	VALLEY FORD VFD	VALLEY FORD
VEG	VALLECITOS GE NUCLEAR CENTER	PLEASANTON
VJS	VIEJAS RESERVATION FD	ALPINE
VLJ	VALLEJO FD	VALLEJO
VNC	VENTURA CFD	CAMARILLO
VOM	VALLEY OF THE MOON FPD	SONOMA
VSA	VISALIA FD	VISALIA
VSP	VALLEY SPRINGS FD	VALLEY SPRINGS
VTM	VISTA FD AND FPD	VISTA
VVF	VACAVILLE FPD	VACAVILLE
WAC	WEST ALMANOR CSD	CHESTER
WAL	WALNUT GROVE FD	WALNUT GROVE
WCR	WILLOW CREEK FPD	WILLOW CREEK
WCV	WEST COVINA FD	WEST COVINA
WDF	WOODFORDS VFD	MARKLEEVILLE
WDL	WOODLAND FD	WOODLAND
WEA	WEAVERVILLE VFD	WEAVERVILLE
WED	WEED VFD	WEED
WEO	WEOTT VFD	WEOTT
WFC	WHITMORE VFD	WHITMORE
WFD	WINTERS FD	WINTERS
WHE	WHEATLAND FD	WHEATLAND
WHR	WHITE HAWK RANCH VFC	CLIO
WHT	WHITETHORN VFD	WHITETHORN
WIL	WILLIAMS FPD	WILLIAMS
WLA	WOODLAND AVENUE FPD	MODESTO
WLF	WOODLAKE FD	WOODLAKE
WLL	WILLOWS FD	WILLOWS
WLM	WILMAR FD	PETALUMA
WLO	WILLOWS RURAL FPD	WILLOWS
WLT	WILTON FPD	WILTON
WMG	MOUNTAIN GATE FD	REDDING
WML	WESTMORLAND FD	WESTMORLAND
WMR	WATERLOO/MORADA RURAL FPD	STOCKTON
WMT	WHITE MOUNTAIN FPD	BENTON
WND	WINDSOR FPD	WINDSOR
WNP	NPS, WHISKEYTOWN NRA	WHISKEYTOWN
WNT	WINTERHAVEN FPD	WINTERHAVEN
WOD	WOODSIDE FPD	WOODSIDE
WOF	WILLOW OAK FPD	WOODLAND
WOO	WOODBIDGE FPD	WOODBIDGE

ID	AGENCY	CITY
WPF	WESTPORT FD	MODESTO
WPL	WEST PLAINFIELD FPD	DAVIS
WPT	WEST POINT VFPD	WEST POINT
WPV	WESTPORT VFD	WESTPORT
WRP	NPS, PACIFIC WEST REGION	SAN FRANCISCO
WSC	WASCO STATE PRISON - CDC	WASCO
WSF	WEST STANISLAUS CFPD	PATTERSON
WSR	WARNER SPRINGS RANCH FD	WARNER SPRINGS
WTS	WATSONVILLE FD	WATSONVILLE
WUK	MI-WUK/SUGAR PINE FPD	MI-WUK
WVF	WESTHAVEN VFD	TRINIDAD
WVV	WEST VALLEY VFD	COTTONWOOD
WWO	WESTWOOD FD	WESTWOOD
WWR	WILLOW RANCH FPD	NEW PINE CREEK
YER	YERMO CSD	YERMO
YNP	NPS, YOSEMITE NP	YOSEMITE NP
YOL	YOLO FD	YOLO
YPC	YOSEMITE CONCESSION SVCS CORP FD	YOSEMITE NP
YRE	YREKA VFD	YREKA
YUB	YUBA CITY FD	YUBA CITY
YWD	YUIMA WATER DISTRICT	EL CAJON
ZAM	ZAMORA FPD	ZAMORA
ZAY	ZAYANTE FPD	FELTON
ZEN	ZENIA-KETTEPOM VFD	ZENNA
ZUM	MONTEZUMA FPD (XSJ)	STOCKTON

AZ-YCS	YUMA MARINE CORPS AIR STATION FD	MCAS - YUMA
AZ-YMA	YUMA FD	YUMA
NV-AAU	AIRPORT AUTHORITY OF WASHOE CO.	RENO
NV-CCF	CARSON CITY FD	CARSON CITY
NV-CLC	CENTRAL LYON CFPD	DAYTON
NV-CLK	CLARK CFD	LAS VEGAS
NV-EFK	EAST FORK FPD	MINDEN
NV-ELK	ELKO FD	ELKO
NV-ELY	ELY FD	ELY
NV-FAL	FALLON FD	FALLON
NV-FRN	FERNLEY FD	FERNLEY
NV-HAS	NAVAL AIR STATION FALLON	FALLON
NV-HEN	HENDERSON FD	HENDERSON
NV-LOV	LOVELOCK FD	LOVELOCK
NV-LVS	LAS VEGAS F&R	LAS VEGAS

ID	AGENCY	CITY
NV-MIN	MINERAL FD	MINERAL
NV-NDF	NEVADA DIVISION OF FORESTRY	CARSON CITY
NV-NEL	NELLIS AFB FD	LAS VEGAS
NV-NLT	NORTH LAKE TAHOE FPD	INCLINE VILLAGE
NV-NLV	NORTH LAS VEGAS FD	LAS VEGAS
NV-NTS	NEVADA TEST SITE	HENDERSON
NV-PAH	PAHRUMP VALLEY FRS	PAHRUMP
NV-RND	RENO FD	RENO
NV-SCF	STOREY CFD	VIRGINIA CITY
NV-SPK	SPARKS FD	SPARKS
NV-TDO	TAHOE/DOUGLAS FPD	ZEPHYR COVE
NV-TOF	USFS, TOIYABE/HUMBOLDT NF	BRIDGEPORT
NV-YER	YERINGTON/MASON VALLEY FPD	YERINGTON

OPERATIONAL AREA IDENTIFIERS

REGION I	
ID	Operational Area (County)
XLA	Los Angeles, Area "A"
XLB	Los Angeles, Area "B"
XLC	Los Angeles, Area "C"
XLE	Los Angeles, Area "E"
XLF	Los Angeles, Area "F"
XLG	Los Angeles, Area "G"
XOR	Orange
XSL	San Luis Obispo
XSB	Santa Barbara
XVE	Ventura

REGION II	
ID	Operational Area (County)
XAL	Alameda
XCC	Contra Costa
XDN	Del Norte
XHU	Humboldt
XLK	Lake
XMR	Marin
XME	Mendocino
XMY	Monterey
XNA	Napa
XBE	San Benito
XSF	San Francisco
XSM	San Mateo
XSC	Santa Clara
XCZ	Santa Cruz
XSO	Solano
XSN	Sonoma

REGION III	
ID	Operational Area (County)
XBU	Butte
XCO	Colusa
XGL	Glenn
XLS	Lassen
XMO	Modoc
XPU	Plumas
XSH	Shasta
XSI	Sierra
XSK	Siskiyou
XSU	Sutter
XTE	Tehama
XTR	Trinity
XYU	Yuba

REGION IV	
ID	Operational Area (County)
XAP	Alpine
XAM	Amador
XCA	Calaveras
XED	El Dorado
XNE	Nevada
XPL	Placer
XSA	Sacramento
XSJ	San Joaquin
XST	Stanislaus
XTB	Tahoe Basin Area
XTO	Tuolumne
XYO	Yolo

REGION V	
ID	Operational Area (County)
XFR	Fresno
XKE	Kern
XKI	Kings
XMA	Madera
XMP	Mariposa
XMD	Merced
XTU	Tulare

REGION VI	
ID	Operational Area (County)
XIM	Imperial
XIN	Inyo
XMN	Mono
XRI	Riverside
XBO	San Bernardino
XSD	San Diego

WATCH OUT SITUATIONS

1. Fire not scouted and sized up.
2. In country not seen in daylight.
3. Safety zones and escape routes not identified.
4. Unfamiliar with weather and local factors influencing fire behavior.
5. Uninformed on strategy, tactics, and hazards.
6. Instructions and assignments not clear.
7. No communication link with crewmembers or supervisor.
8. Constructing line without safe anchor point.
9. Building fireline downhill with fire below.
10. Attempting frontal assault on fire.
11. Unburned fuel between you and fire.
12. Cannot see main fire, not in contact with someone who can.
13. On a hillside where rolling material can ignite fuel below.
14. Weather becoming hotter and drier.
15. Wind increases and/or changes direction.
16. Getting frequent spot fires across line.
17. Terrain and fuels make escape to safety zones difficult.
18. Taking nap near fireline.



Lookouts
Communications
Escape Routes
Safety Zones

